
HOLYOKE ON

PARADE

A Program for Downtown Revitalization



CONTENTS



"This plan for downtown revitalization represents the collective consensus of Holyoke's public officials and many private citizens concerned about the future of our city. We applaud the interest, commitment and involvement that has gone into the process. GHI plans to continue the strong public/private partnership that has been developed to work toward a common goal: A bright and prosperous future for Holyoke."

Roy A. Scott
Chairman of the
Board, GHI



"The City of Holyoke has embarked on a cooperative venture with the private sector to revitalize our central business district. In a brief time period, we have seen exceptional progress due to this joint effort. The city will continue its commitment to encourage this successful partnership, and keep Holyoke on the move."

Ernest E. Proulx
Mayor



"Greater Holyoke, Inc. has demonstrated that the private sector is committed to downtown revitalization. Now the City Government has to do its part."

"With the private and public sectors working together, the real problems confronting our downtown can be solved."

"It can be done. Working together, we can make downtown Holyoke a viable commercial center once again."

Michael C. Mannix
President
Board of Aldermen

(Photo below) GREATER HOLYOKE, INC. BOARD OF DIRECTORS: left to right, front row: A. William Epstein, Janice D. Nickerson, Heriberto Flores, Benjamin Marcus, Raymond McGarrigle, Reverend M. Robert McKnight, Kenneth Stein, Kevin Ross, Roy A. Scott; second row: Michelle Marantz, Henry A. Fifield, Donald J. McLain, Maurice Ferriter, David Bartley, William Dwight, Jr., Miguel Arce; third row: David Scher, Helen Casey, John Hickey, Lorraine Gorham, Joseph P. Shiel, Jr., Bernard Hamel; fourth row: John T. Doyle, Thomas Schumaker, Richard Courchesne, William E. Aubin, Richard P. Towne. Not pictured: Joseph Alfano, Oscar J. Bail, Daniel C. Boyle, George Counter, Robert Fowler, Anne McHugh, James Newton, Jr., Patrick O'Connor, Marlene O'Donnell, Reverend David Slater, Angela Wright, Warren A. Rhoades, Edward J. Sylvia, Paul W. Kenyon, George Beauregard.



HOLYOKE TOMORROW: A Summary	3
WHERE'S HOLYOKE?	4
PLACES TO GO, THINGS TO DO	4
HOLYOKE TODAY: A City with Economic and Development Potential	5
SPONSORS	7
THE PLANNING PROCESS	7
HOLYOKE Tomorrow: A Program for Downtown Revitalization	8
A New Image	
Office and Retail Opportunities	
Downtown: A Special Living Environment	
What's Doing Downtown	
Efficient Routes Into Downtown	
A New Parking Program for Downtown Alleys	
ECONOMIC OUTLOOK: Future Bright for Downtown Holyoke	16
\$11.2 Million Available to Holyoke	17
Investors	
DEVELOPMENT OPPORTUNITIES AND INCENTIVES	18
IMPLEMENTATION STRATEGY	23
HOLYOKE YESTERDAY: An Historic Prospective	24
PHOTO QUIZ	26
SAMPLE FACADE RESTORATION	27

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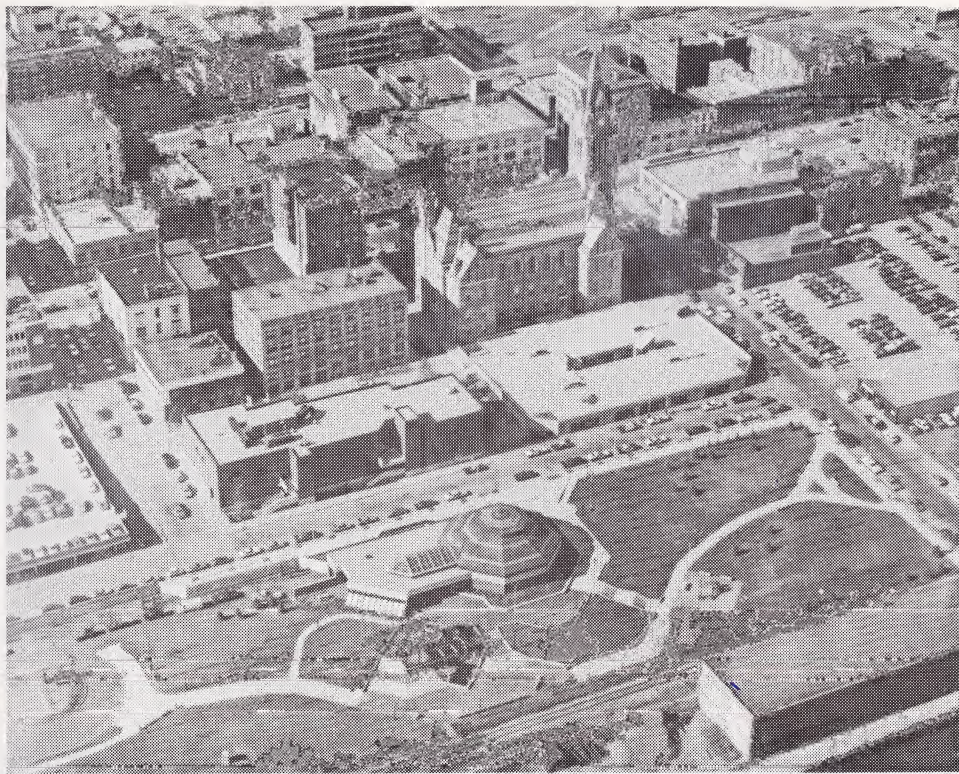
Aerial slides courtesy of Alex MacLean/Landslides, 1985.

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Core of Downtown study area.



Proposed renovation of Steiger's.

HOLYOKE TOMORROW: A Summary

As an historic planned industrial city, Holyoke, Massachusetts has a significant concentration of 19th and early 20th century structures along the main downtown streets and canals. Several blocks along High Street are in the process of being designated a National Register Historic District. Many of the buildings in the study area are vacant or underutilized but are well suited for recycling and offer exciting potential for new uses. Enthusiasm for Holyoke has grown considerably with local and outside individuals, groups, and developers looking to invest in the downtown. All of these factors together represent a valuable opportunity for urban revitalization.

Holyoke on Parade: A Program for Downtown Revitalization is an action plan for infusing new life into this historic commercial center by capitalizing on its unique urban resources. The time is right for downtown redevelopment in Holyoke. The public and private sectors, in response to a growing national movement, have begun to take a new look at the important role and potential of downtown Holyoke. Greater Holyoke, Inc. and the City of Holyoke are working together in a public/private partnership designed to maximize funding and expertise to create the most successful redevelopment possible.

The proposed program for downtown revitalization has, by capitalizing on Holyoke's unique urban resources, an excellent chance of succeeding and providing a promising economic and fiscal future for the city. Holyoke's revitalization program is based upon the physical and economic assets which give downtown its strong potential, such as:

- A growing market area in western Massachusetts in terms of both employment and retail activities.
- A unique heritage as evidenced by the buildings and people that make the city distinctly Holyoke.

- A rich ethnic history and racial mix as reflected in the cultural diversity of the local stores and activities.
- Enthusiastic residents and business people actively involved in the revitalization process.
- Tentative beginnings of new development including catalyst projects like the Transcript-Telegram and Bail's buildings, the Phoenix building renovation and several other investor projects.
- Major public improvements along High and Maple Streets already in place to leverage and encourage private investment.
- Continued city support for downtown Holyoke's revitalization in existing programs and in its commitment to providing additional resources.

These initial efforts and inherent assets require further investment to ensure they continue to grow and expand beyond their present stage. With an intensive effort, substantial public and private investment and cooperation among participants, Downtown Holyoke can be revitalized to become a dominant attraction in Western Massachusetts and a special and exciting environment in which to live, work, shop, and visit.

Holyoke on Parade is the result of a collaborative effort between Greater Holyoke, Inc., the City of Holyoke and the consultants. A comprehensive series of goals and objectives was established as a foundation for the revitalization effort and are:

- To continue the joint commitment of the public and private sectors to achieve the proposals of the revitalization program and to encourage residential and compatible cultural and commercial uses in downtown Holyoke.
- To establish an overall economic development program that encourages mixed use development using existing

resources and increased employment opportunities for local residents.

- To provide new opportunities through the adaptive use of buildings, and to preserve the historic and architectural character of significant buildings in Downtown Holyoke.
- To retain an ethnic, racial and economic diversity and to develop solutions, wherever possible, to socio-economic problems.
- To transform Downtown Holyoke's negative image by creating a vital, dynamic, and positive environment in which to live, work, shop and visit.
- To encourage the development and improvement of cultural establishments in order to create a "Cultural Core" in the downtown area.

The goals and objectives of the plan can be achieved through a phased effort aimed at the revitalization of the overall

area. A wide range of alternative development concepts and public improvement strategies were reviewed and prioritized in terms of their impact on the downtown area.

The revitalization program as outlined in **Holyoke on Parade** offers an opportunity to reverse the current trend of decline and will help create a new image for Downtown Holyoke which will be a powerful invitation to people from the surrounding region. Without action, there will be no change in the current downward trend. The time for action is now. With significant public investment in urban systems improvements, along High and Maple Streets, and the new Heritage State Park already in place, new investment will snowball to transform the downtown and create a revitalized city center in the heart of Holyoke. □

Key elements of the plan include:

- A 450-car parking deck with public improvements to link the deck to the target area and leverage private investment.
- Conversion of the Steiger's building into 55,000 SF of quality office space and 10,000 SF of first floor retail space.
- A regional promotional campaign to encourage downtown living and promote retail and cultural activities that make Holyoke an attraction in Western Massachusetts.
- A targeted commercial and residential rehabilitation program to encourage owner occupancy and minimize displacement.
- Transformation of vacant or underutilized upper floors into dramatic residential units or quality office space.
- The creation of a "Cultural Core" in the downtown area leveraged by Heritage State Park, the Children's Museum and a restored Victory Theatre.
- Rehabilitation of buildings within the study area to protect their historic and architectural character.

WHERE'S HOLYOKE?

The "New Holyoke" is a Western Massachusetts city with many attractions. The street layout, canal system, and many of the buildings are the same today as they were 100 years ago. This historic mill city boasts everything from cultural activities at Heritage State Park to shopping at Ingleside Mall to night skiing at Mount Tom. Year-round activities make Holyoke an interesting and exciting place to live, work, and visit.

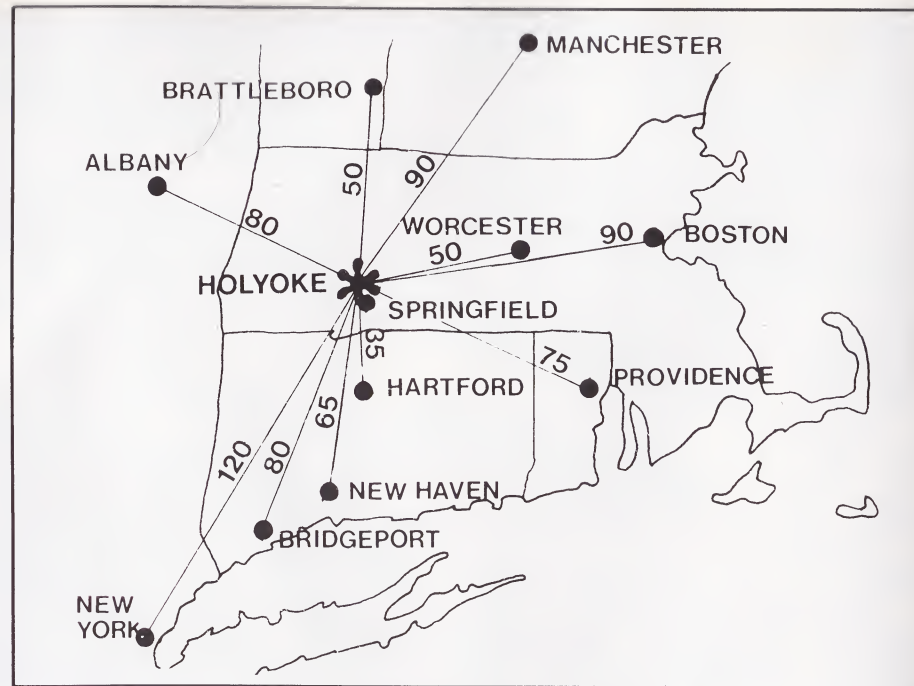
Holyoke is conveniently located near the intersection of Interstate Routes I-90 (Mass. Turnpike) and I-91, and can easily be reached from any direction. State Routes 202, 141, and 5 connect Holyoke with neighboring towns such as Northampton, Chicopee, West Springfield, Easthampton, Westfield, and South Hadley. Interstate I-391 provides express service between downtown Holyoke and Springfield, the largest city in western Massachusetts, located about ten miles away.

Greyhound, Peter Pan, and Trailways all serve Holyoke with regularly scheduled buses. Connection to local and regional bus service, operated by the Pioneer Valley Transit Authority (PVTa) and its affiliates, is readily available with links to Springfield, Amherst, and surrounding communities. The five-college free shuttle bus connects the University of Massachusetts, Amherst College, Hampshire College, Smith College, and Mount Holyoke College with the local and regional PVTa bus routes. Amtrak rail passenger service is available in nearby Springfield and joins with all major routes throughout the country. This scenic train ride is a fast and efficient mode of transportation to the area.

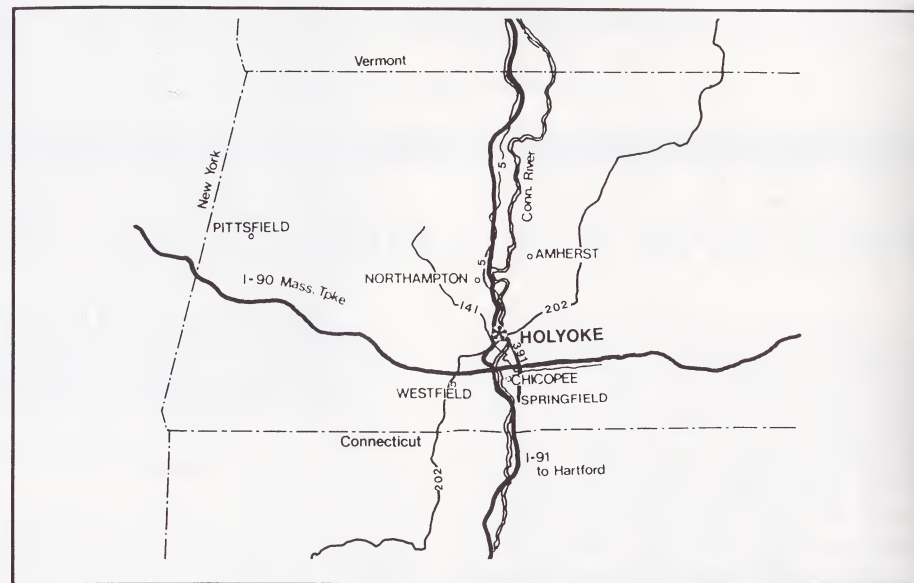
Bradley International Airport, to the south of Holyoke, is serviced by nine airlines which provide routes to and from cities throughout the country and the world. Interstate I-91 runs directly from Bradley to Holyoke for quick and convenient travel to the city. Barnes Airport in Westfield, six miles from Holyoke, supplies business and personal air travel on a smaller scale.

Freight transportation of raw materials and products for businesses is available from any of the airports listed above. Westover Airport, in Chicopee, has recently instituted direct airfreight routes to Europe. The Boston and Main Railroad, Conrail, and the regional Pioneer Valley Railroad also provide freight service. Many Holyoke businesses utilize these services on a regular basis.

Holyoke is within a three-hour drive from major cities such as New York City; Albany, New York; New Haven, Connecticut; Providence, Rhode Island; and of course Boston and Worcester, Massachusetts. If you're in the area, plan a stop in Holyoke to experience a city full of history and moving forward toward the future!



Holyoke's regional location.



Western Massachusetts.

PLACES TO GO, THINGS TO DO

- **HOLYOKE HERITAGE STATE PARK.** Massachusetts' newest and most exciting State Park, overlooks the first level canal and through tours and a multimedia exhibit interprets the history of Holyoke's people, its canals and water power, the paper-making industry and its architecture.
- **HERITAGE PARK RAILROAD.** Ride the rails in authentically restored passenger cars of a bygone era on a direct route between the Ingleside Mall and the Holyoke Heritage State Park.
- **HOLYOKE CHILDREN'S MUSEUM.** The only museum in Western Massachusetts designed especially for children offers exciting educational exhibits which encourage hands-on participation. Temporarily located in a former school on Main Street in the Springdale section of the city, this museum will move downtown in the fall of 1986 to an expanded new facility in the Skinner Building at the Heritage State Park.
- **WISTARIAHURST,** the City Museum, is located in the former home of Holyoke silk manufacturer, William Skinner. Now a National Register property, Wistariahurst offers the public a changing exhibition calendar, workshops for adults and children, and Sunday concerts. The museum collections include American decorative arts, period furniture, textiles, and archival materials from Holyoke and surrounding areas.
- **HOLYOKE MUSEUM OF FINE ART.** The Holyoke Public Library on Main Street in the downtown section contains the Museum of Fine Art as well as an extensive collection of photographs and resource material about Holyoke history.
- **MOUNT TOM RESERVATION.** In the northern section of the city, this reservation in the Mount Tom Range provides nature trails, picnicking, and an outstanding nature museum.
- **MOUNT TOM SKI AREA AND ALPINE SLIDE.** One of the foremost night skiing areas is located just outside the core area of Holyoke. In the summer, a 4,000-foot alpine slide and a water slide provide an alternative adventure.
- **MOUNTAIN PARK AMUSEMENT AREA.** Adjacent to the Mount Tom Ski Area is a family amusement park of 100 acres in a spectacular natural setting.
- **THE FARMER'S MARKET.** Every Thursday at Hampton Park during the growing season, one of the most notable farmer's markets in Massachusetts provides a harvest of native vegetables, fruits, herbs and plants, honey, and various other farm products. This colorful and refreshing experience continues to attract more people each year into downtown Holyoke.
- **THE WHEREHOUSE?** On Lyman Street at the first level canal is one of Holyoke's most interesting attractions. The Wherehouse? is a banquet facility creatively transformed from an old mill complex and filled with an exciting and educational display of historic Holyoke memorabilia. A banquet there is truly a unique experience that you won't forget.



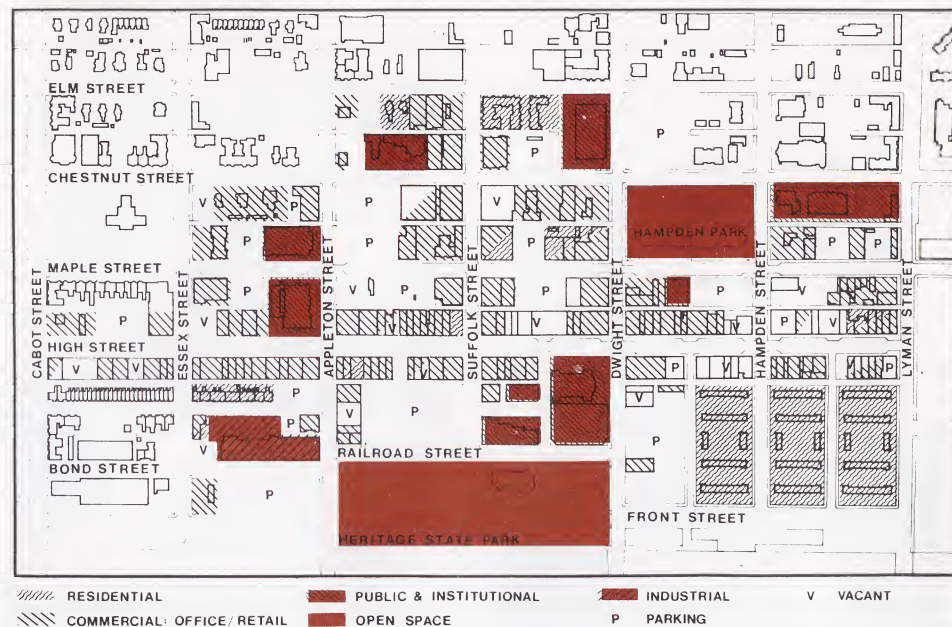
Celebrate Holyoke Festival — 1985.



Crafts Fair at Hampden Park.



Aerial view of downtown.



General land use.

HOLYOKE TODAY: A City with Economic and Development Potential

The City of Holyoke, as it now exists, is exceptionally rich in both physical and economic resources. A sound building stock and an excellent investment climate form a foundation which the city can build upon to create a revitalized city center. The joint effort of the City of Holyoke and Greater Holyoke, Inc., working together in a public/private partnership is an integral element of the overall program. This organizational structure allows knowledge and resources to be maximized and thus create the most successful redevelopment possible. Community participation and enthusiasm for the revitalization program is exceptional, and has helped begin to change the negative perception that residents and visitors have had toward downtown Holyoke.

To better understand how Holyoke can develop and grow, an in-depth analysis of existing attitudes, problems, issues, and opportunities was undertaken in early 1985. Such issues as access routes, parking, traffic circulation, and historical significance were analyzed in terms of their overall impact on the downtown. The results revealed a city with outstanding potential for revitalization through recycling and adaptive use of historic downtown buildings, quality new construction, and a series of compatible public improvements.

Existing Land Use

Downtown Holyoke is filled with architecturally distinctive buildings typical of the mid to late 19th century. Most structures are four story, narrow buildings which originally housed retail operations on the first floor with office and residential uses above. Over the years, this building type became obsolete and building modernization was undertaken by the property owners. Renovations were rarely carried above the first floor storefronts which left the upper floors vacant and unimproved. As the Massachusetts Building Code evolved over time, more and more restrictions were placed on building owners until eventually, the upper floors were shut off all to-

gether and left unused. Today, the majority of buildings in the downtown do not measure up to the Massachusetts Building Code for upper floor uses. For example, there should be two independent means of egress from each floor of every building; this is not currently the case in Holyoke. However, a number of the floors between buildings line up and could be internally connected to allow one or more common exits to be shared in order to achieve code requirements. This procedure would be much less expensive than putting in entirely new fire stairs and the cost could be shared by multiple buildings.

Buildings in the downtown accommodate a variety of uses at the present time. First floors are primarily retail oriented with either office, residential, or vacant space above. Most of the major banks which service the area have offices in downtown Holyoke. Other professional businesses within the study area include local insurance agencies, real estate offices, doctors, lawyers and accountants, etc. All of the city's government offices are located in the middle of downtown, as are the Police Station, Fire Station Headquarters, and Hampden County Courthouse. A resurgence of professional offices has occurred over the past few years, due to low cost, available buildings and increased interest in the city. Currently, service oriented businesses are successful in their downtown locations while existing retail uses are generally not as profitable. Competition from Ingleside Mall, combined with a weak customer base, has hurt a number of the retail merchants in the downtown, forcing them to relocate and leave vacant storefronts along High Street. The closing of Steiger's Department Store left a 65,000 square foot vacancy in a prime location on High Street across from City Hall. These spaces offer excellent development opportunities, particularly when financially backed by the mortgage pool program.

A combination of public and private parking lots and on-street spaces are found in convenient locations through-

out the downtown area. Approximately 2,300 spaces are available within a two block walk of High Street, with a concentration of 400 spaces provided by the parking deck directly behind High Street along Court Square. However, the perception of insufficient downtown parking is still a persistent problem.

The lot on Appleton Street between Maple and Chestnut Streets is the largest site for new development within the study area. This two-acre site is zoned downtown business and could supplement the historic redevelopment of the downtown with compatible new construction.

The majority of housing sites in Holyoke are located outside the study area with the exception of housing on Newton Street, the Phoenix building, Lyman Terrace, and several smaller projects. The study area is surrounded, however, with mid to high density housing with a large concentration located in the Flats Neighborhood between the second and third level canals. A few trendsetters have elected to live downtown in vacant upper floors which have been converted into unique living spaces with spectacular views. A large quantity of vacant space in the downtown is suitable for mixed-income residential spaces and available to a new era of downtown pioneers. These spaces have historically offered a residential alternative and will again in the future.

Vibrant, open spaces within the study area include historic Hampden Park (now called Veterans Park) and the new Heritage State Park. Veterans Park is a congenial meeting spot for local residents and is the location of the Soldiers Monument, a tribute to Civil War Soldiers, and a well-known Holyoke landmark. Heritage State Park, located two blocks from High Street along the first level canal, is a larger park area with a visitor center, multi-media exhibit, walking paths and scenic tours, and views of the mills across the canal. The green space provides an area for relaxation and celebration throughout the year.

While the vacancy rate in downtown

Holyoke is a reflection of the gradual deterioration of the city's economy over the past 35 years, rehabilitation of existing buildings, green open spaces and an active canal system make downtown Holyoke a unique urban area in which to live, work, shop, and visit.

Historical Significance

As one of America's first planned industrial cities, Holyoke is fortunate to have the canals, its original street layout, and many of its original buildings still intact. Although there have been losses over the years, a number of handsome historical buildings still remain. For example, the Caledonian Building (187 High Street) has been standing since 1876. The entire block between Dwight and Hampden Streets looks practically the same today as it did 100 years ago. Preservation through rehabilitation and restoration of historic buildings in Holyoke will be a key component of the downtown revitalization program.

The City Hall, Caledonian Building,



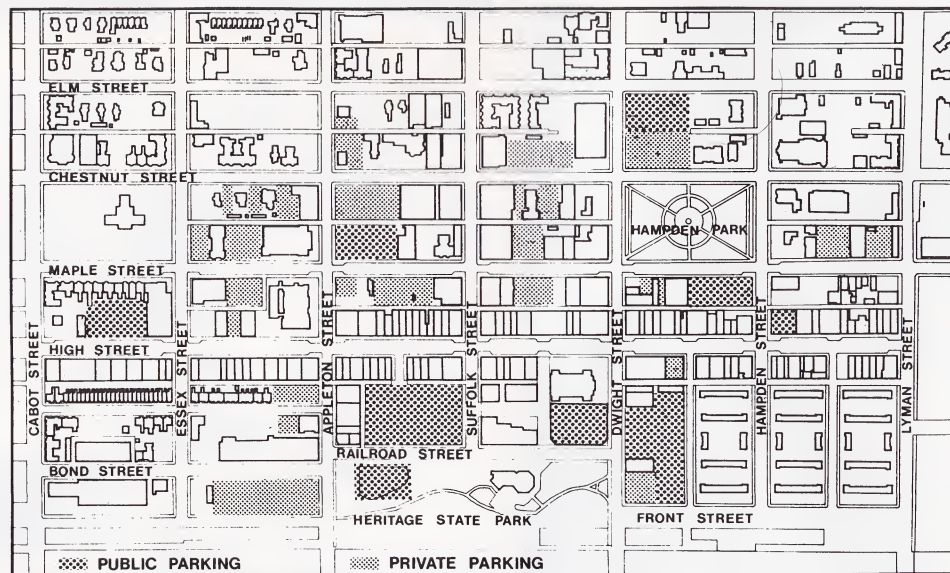
A glimpse of City Hall.

and canal system are listed on the National Register of Historic Places. As a National Register property, the owner is eligible for a 25 percent investment tax credit for work done to improve and restore the historic property. Downtown Holyoke has a significantly large number of historic buildings, particularly along High Street between Dwight and Lyman Streets. The proposed North High Street Historic Business District would include the aforementioned two blocks. Individually, and as a whole, the buildings in this district are well-preserved and illustrate clearly the changes of style that occurred in commercial structures during the second half of the 19th century. Buildings within this district are also eligible for a 25 percent investment tax credit to be used for improvements to their historic properties. Other preservation incentives to owners of National Register properties are grants and subsidies such as the National Register program of the Massachusetts Historical Commission which are available to assist in renovation and rehabilitation of historic property.

Building facades are the face of a community and therefore should be carefully renovated and restored to preserve the character of the city. Downtown Holyoke still has numerous historic buildings in place today; however, many of the storefronts have been incompatibly altered which detracts from the character of the building. Thus far, there has been a great deal of interest in the facade improvement program. Guidelines for facade improvements that uphold the historic character are available to anyone interested in improving their building's facade. Facade grants of up to \$10,000 are available on a case-by-case basis to property owners who wish to enhance their buildings facade. The amount of the grant must be matched by the applicant to ensure a quality renovation. The grant money is administered through the City's Office for Community Development after the approval of the design by the Greater Holyoke Chamber of Commerce Facade Improvement Committee. The committee is comprised of local businesspeople experienced in the rehabilitation of historic buildings. The Mass. Surgical Supply Company (across from City Hall) is a recent example of a facade improvement which used grant money, and is sensitive to the character of the building



Building renovation underway.



Existing off-street parking in downtown.



Officer ticketing illegally parked car.

and the block as a whole. Each year, facade money is allocated among owners who have been selected by the committee to rehabilitate their building facades.

Approach to Downtown Holyoke

Downtown Holyoke is conveniently located near the intersection of Interstate Routes I-90 and I-91. Access to the city as a whole is good; however, routes from the Interstate highways to downtown Holyoke need clear direction. The City of Holyoke is already taking steps to improve this access with new signs. A few signs to Holyoke Center direct travelers from the Mass. Pike (I-90) to I-91, to Route 202 and into the center. Although four small Holyoke Center signs exist on Beech Street (Route 202), some intersections have no signs at all. Leaving the city efficiently is even more difficult due to lack of signs or direction. If appropriate signs were provided to guide people into and out of downtown Holyoke, visitors would have a direct and more efficient trip while avoiding congestion in residential areas.

Direct routes from I-391 to the downtown are basically unimproved secondary roads that need attention. Signage, or lack of signage, is an important concern, yet one that is fairly easily resolved. Currently, all access roads including Beech, Commercial, and Bond Streets, run through residential or industrial areas. On-street parking causes traffic tie-ups along these streets especially during peak travel periods.

State Routes 5, 141, and 202 provide quick routes directly to downtown Holyoke from Springfield, Easthampton, Chicopee, South Hadley, Northampton, and other neighboring towns. Routes 141 and 202, however, are one-way streets which add confusion to a round

trip excursion. This is particularly true of Route 202 which is not comprised of parallel streets, but winding, separate streets which are especially confusing. With this unconventional layout, it becomes essential to have adequate directional signs to guide motorists.

Parking and Traffic Circulation

As a planned industrial city, Holyoke was organized around a grid street pattern which is still intact. The one-way North-South streets are arranged in parallel pairs with High and Maple Streets being the most dominant. The two-way East-West streets complete the grid pattern and allow traffic to circulate efficiently. Intra-city bus traffic flows smoothly around the city as well. The bus layover facility in front of City Hall, however, adds to congestion on High Street. An alternative location for the layover facility could help alleviate this problem and preserve the area in front of City Hall as a waiting area for people instead of buses. After a thorough review of the scheduled routes, it was determined that the corner of Maple and Hampden Streets near the park would be the best layover alternative, since routes would remain basically unaffected. Finally, the Urban Systems improvements along High and Maple Streets, which include new paving, sidewalks, and landscaping, will make this street network an attractive gateway to the downtown area.

Parking is perceived to be a major problem in the downtown and a desire to provide more spaces is of primary concern to most people. A survey of who parks where, when, and for how long was undertaken by the Greater Holyoke, Inc. staff to better understand the parking situation in the downtown. It was determined that many of the on-

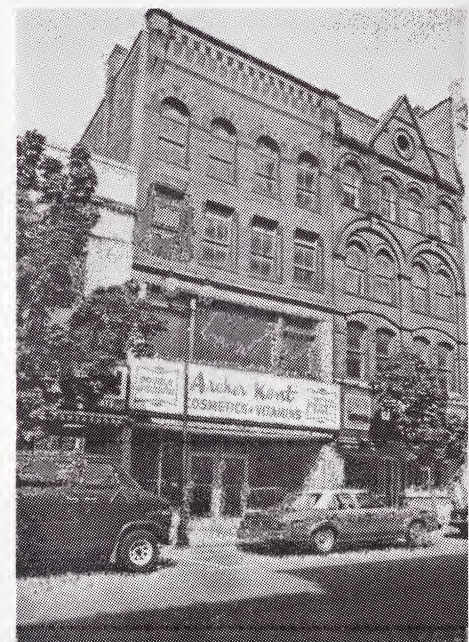
street spaces in front of retail establishments were occupied by all-day parkers, most of whom worked in the downtown. This requires shoppers and quick stop customers to park in other inconvenient locations or shop elsewhere. The high turnover spaces between High and Maple Streets should be made available to shoppers. Employees and long term visitors should be instructed to park in less convenient locations downtown such as the lower level of the parking deck. Overall, there are about 2,300 parking spaces in the study area, including a 400 space parking deck located directly behind High Street near Heritage State Park. As downtown Holyoke becomes more popular among residents and visitors, more parking will be needed to support the increased interest in the city.

Since most deliveries to downtown businesses are made during the day, traffic congestion is generated. Large truck deliveries to High Street businesses not only double park and force traffic into one lane, but also block two or three prime parking spaces. The alleys are too narrow to shift deliveries from the front to the rear of the buildings along High and Maple Streets. Other alternatives exist, however, such as restricting deliveries to off-peak parking times.

Investment Climate

The overall investment climate is strong in Holyoke as property values are low and development opportunities are great. Every major bank and lending institution in Holyoke has contributed to an incentive fund of \$11.2 million to aid in rehabilitation of the downtown. Greater Holyoke, Inc., the non-profit community based group, has raised \$500,000 in private funds from local businesses and individuals to support their continuous effort to revitalize downtown Holyoke.

Community interest, enthusiasm, and participation has grown considerably over the past few months as plans begin to unfold the future of Holyoke. Developers are now considering major investments for properties in the downtown area including four who have recently made commitments to undertake substantial projects. Obviously, the development opportunities are not unlimited. Any interested developer should move forward at the earliest possible date. □



Typical buildings with renovation potential.

Holyoke Heritage State Park

Holyoke's development as a 19th century industrial center is captured by the activities and exhibits found at Heritage State Park located on the site of the old Holyoke-Westfield Railroad yard within walking distance of the historic downtown and new Children's Museum. This canal-side park occupies a full city block in the center of Holyoke and includes a solar-heated and solar-cooled Visitor Center.

The offerings of the Visitor Center begin outside its doors at the fountain depicting a mill and the water power system. Visit the exhibits inside and discover the grand vision that created industrial Holyoke. Explore the workings of the vast water power system created through the Connecticut River, the dam, and the canals, and learn about the lives of the people who built the city and made it work. Step outside again and look around to discover that the mill-lined canals are still intact and workers housing still surrounds the factory district. Church spires visible from the Park are evidence of the community's strong religious and ethnic backgrounds.

Holyoke's Heritage State Park serves as an introduction to what Holyoke has to offer. A variety of programs presented throughout the year inform and amuse residents and visitors alike. Events include walking tours, festivals, evening seminars, Junior Ranger programs, Sunday film series, outdoor concerts and puppet shows. The Children's Museum at Holyoke will be relocated in the Skinner Building adjacent to Heritage State Park. This mixed use facility epitomizes the intent of the Heritage State Park complex.

Look for details of upcoming events at both Heritage State Park and the Children's Museum in the Transcript-Telegram and on posters and flyers around the City.



Holyoke Heritage State Park grand opening — August 1985.

The Wherehouse?, locations of two of the most complete collections of historic Holyoke memorabilia. Guided tours around the mills and through the North High Street Historic District are highlights of Holyoke Heritage State Park activities. The completion of Heritage State Park Phase II should be coordinated with that of the new Children's Museum located in the Skinner Building adjacent to Heritage State Park. The museum has targeted the fall of 1986 for its grand opening, a schedule which could also be met by Heritage State Park Phase II. The Children's Museum at Holyoke is the only museum in Western Massachusetts designed especially for children. The museum provides an educational environment where children and their parents are encouraged to become active participants in learning. Participatory exhibits include a fire station, post office, computers, a paper mill and print shop, and a TV station. The new expanded museum will focus on Holyoke's history to complement the exhibits at Heritage State Park and the memorabilia at The Wherehouse? The Volleyball Hall of Fame will also be located in the Skinner Building and highlight Holyoke as the birthplace of Volleyball. The City of Holyoke has committed \$50,000 for the relocation and expansion of the Volleyball Hall of Fame currently located in City Hall. New exhibitry will include historic volleyball memorabilia collected from volleyball enthusiasts around the country. The opening of the Hall of Fame is planned in conjunction with the opening of the Children's Museum in the fall of 1986. These projects are creating a cultural center conveniently located in downtown Holyoke that shouldn't be missed.

The Victory Theatre is also an important cultural resource for the downtown area. Save the Victory Theatre, Inc., a

non-profit group of local art enthusiasts, has initiated an effort to restore the theater to become a multi-use cultural facility for residents and regional visitors. A comprehensive study will soon be underway and will provide an architectural and economic analysis which will determine the feasibility for a refurbished Victory Theatre to meet the needs of the regional market. The Victory Theatre would provide a magnet for people to remain downtown in the evening. Businesses which support the theater such as restaurants and galleries, would also be attracted to downtown and create new jobs while giving people a reason to remain downtown after 5:00 p.m.

Presently, Holyoke Community College, Wistariahurst Museum, the Taber Gallery at the Holyoke Public Library, and Heritage State Park are the main centers of cultural activity in Holyoke. However, renovations to the War Memorial building on Appleton Street will open up a 1,200 seat auditorium for cultural and civic activities. Combined with the new Victory Theatre, Holyoke can become a regional attraction for arts and entertainment. The Holyoke Cultural Alliance needs your support and participation in its efforts to create a cultural core in downtown Holyoke.

Efficient Routes into Downtown

Clearly defined access routes into downtown Holyoke are currently lacking. This problem, however, can easily be remedied by improved signage that directs motorists from the Mass. Pike to downtown Holyoke along well designed, landscaped roads. Indeed, the city is already installing new signs leading to the downtown. With Heritage State Park now open, a series of signs directing people to the park will be needed. One option is to create a logo that represents

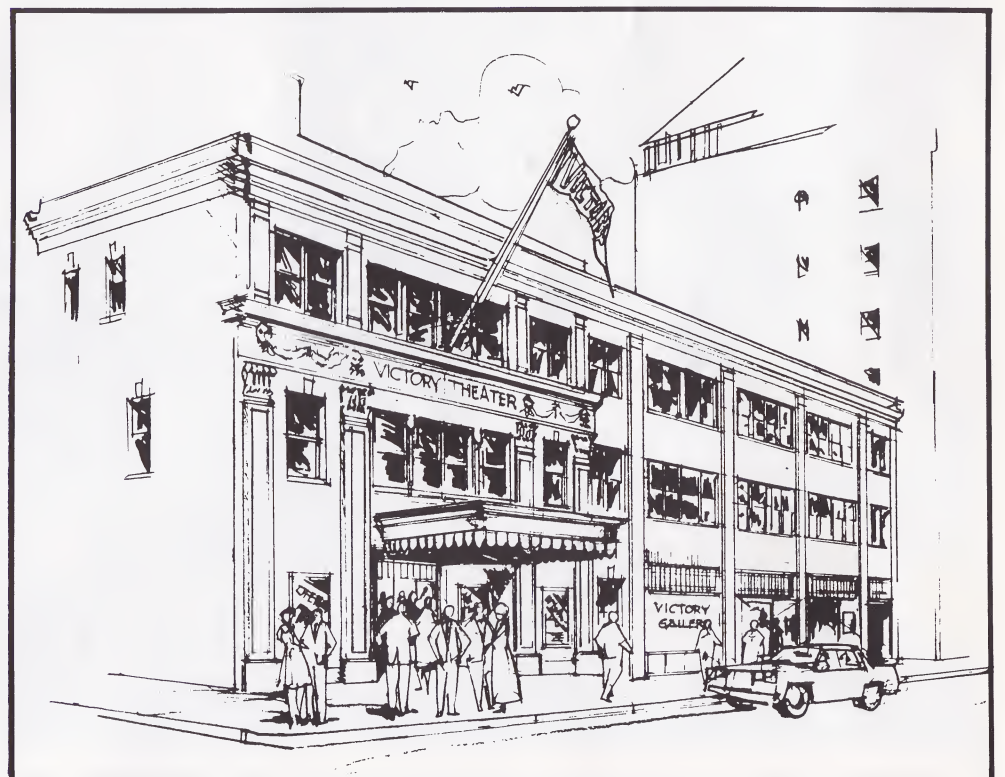
both Heritage State Park and Downtown Holyoke, since they are located in the same place. From I-91, motorists should be directed to Route 202, to Ross Avenue and left onto High Street. The route out of downtown can be backtracked using Maple Street as the matched pair.

Since High and Maple Street improvements have already been implemented from I-391 to Lyman Street, it seems reasonable to recommend this dominant pair as the major streets into and out of downtown Holyoke. With downtown revitalization already underway, this improved road network fits nicely with the timing of the revitalization effort. If people are directed to High and Maple

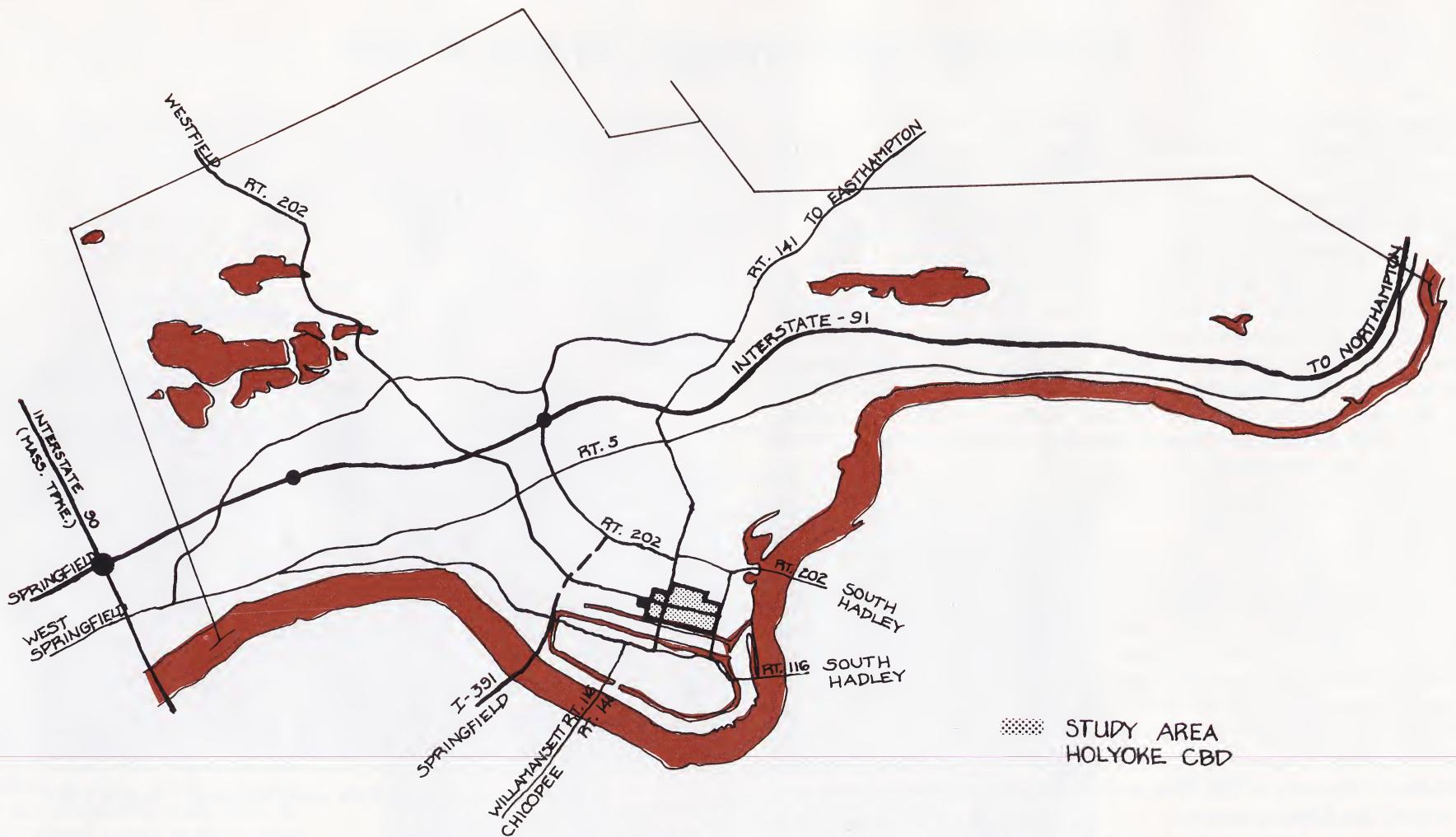
Streets, any point in the downtown area is easily accessible.

A downtown entry zone that encompasses High and Maple Streets from I-391 to Cabot Street should be created. At the present time this area contains many vacant and undeveloped spaces along with highway-oriented uses. The aesthetic and environmental character of the area has generally declined over past decades and needs to be significantly improved as an attractive gateway into the downtown.

Streets in the zone are already landscaped in a compatible manner with the existing landscaping in the heart of the downtown. If the current Downtown Business Zone (BC) was extended to in-



A new victory for downtown.



Major routes into downtown.

clude the area defined by the downtown entry zone, certain uses currently allowed in Business Highway (BH) would be upgraded. Uses which are suitable for the area should be encouraged, thus creating a tightly knit commercial and residential downtown zone. Building owners within the entire downtown zone should be required to upgrade and maintain their properties and thus provide an attractive approach to downtown Holyoke. High and Maple Streets are ideally located near I-91 and directly off I-391

which makes them the obvious choice for downtown entry streets.

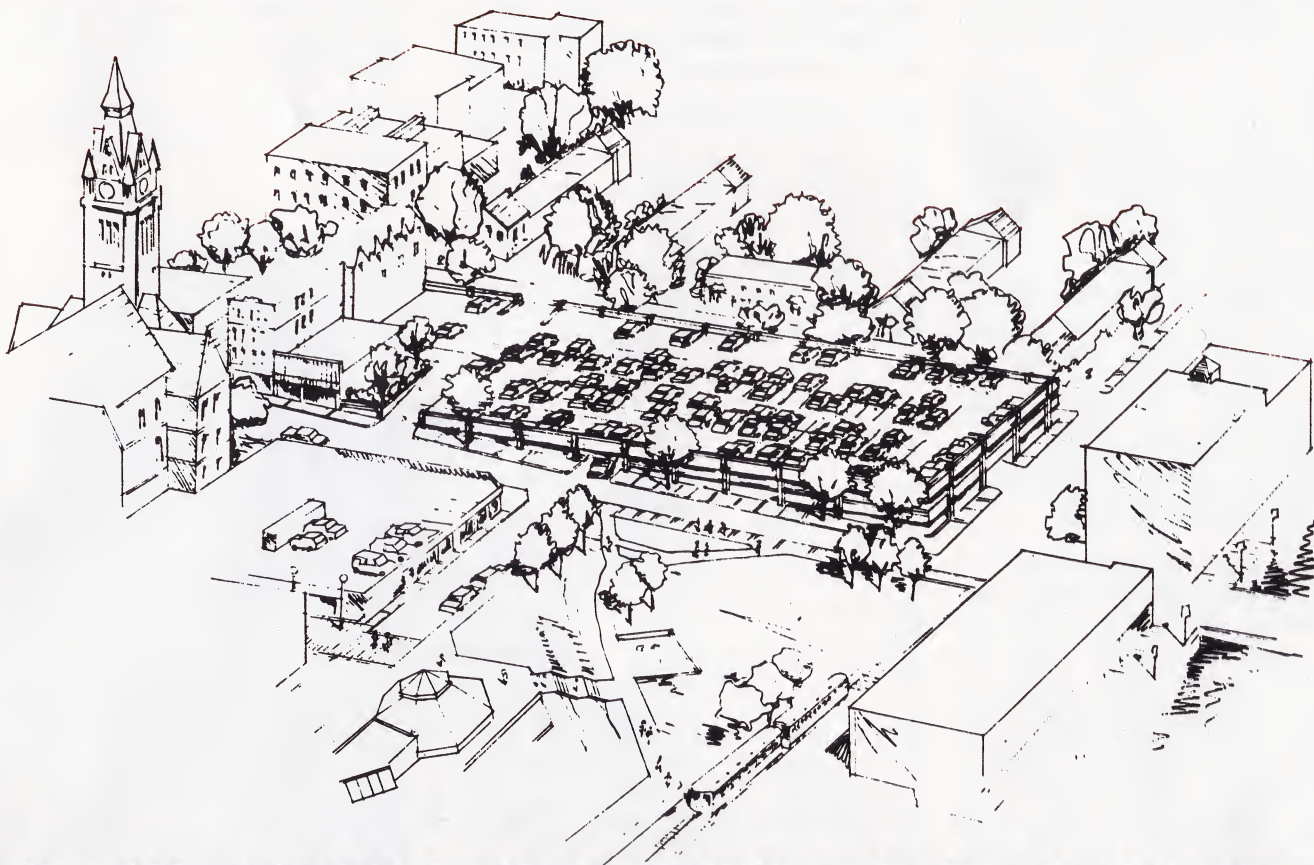
Other entry roads should also be improved, since not everyone arrives via the interstate highways. Beech Street (Route 202) should remain a one-way road with no parking, strictly enforced, along the entire street. This would allow traffic to move smoothly along and into the downtown. New signs directing motorists into downtown Holyoke have been placed along Beech Street. Improved signage along major routes (202,

141, 5) should direct people efficiently into and out of key areas in the downtown such as the parking deck and Heritage State Park. The I-391 connector road is planned for the vicinity of Commercial and Bond Streets ending near Heritage State Park. The desired result of easy access to the area adjacent to the canal in downtown can be achieved through road improvements and landscaping along Commercial and Bond Streets. The connector road would furnish an alternate route for visi-

tors coming from the South and whose destination is lower High Street near City Hall.

For the more adventurous types, the Heritage Park Railroad runs daily from Ingleside Mall to Heritage State Park located one block from High Street. The recently restored cars are heated and should be used throughout the year to capture shoppers and transport them to a new, revitalized cultural core in downtown Holyoke.

Overall, traffic circulates smoothly



Proposed 450-car parking deck on Dwight Street near City Hall, Heritage State Park, and new Children's Museum.

Parking Proposals for Downtown

- A new 450 space, multi-level parking deck bounded by Dwight, High, John, and Front Streets.
- A new parking and loading ordinance with varying restrictions based on location and use.
- Increased enforcement of parking and traffic regulations to prevent all-day parking, double and illegal parking.
- Parking zones with varying time limits to encourage retail and visitor shopping.
- Improved landscaping adjacent to parking areas with attractive pedestrian connections between parking and retail shops.



High and Maple Streets provide access into and out of downtown Holyoke.

around the downtown due to the grid pattern combination of one and two way streets. The bus layover facility near City Hall consists of three or four diesel buses idling out front which detracts from the grandeur of the building and causes traffic congestion along High Street, especially when they attempt to jockey for position on the busiest street in downtown. It is recommended that the bus stop in front of City Hall remain, but that the layover facility be moved to the corner of Hampden and Maple Streets near Veterans Park. This move would not obstruct the fire station in any way, and would not greatly affect any of the bus routes currently serviced by the PVTa. A new shelter, for patrons waiting for buses which is compatible with the surrounding land uses, could be constructed fairly easily and inexpensively.

A New Parking Program for Downtown

The necessity of accessible and adequate parking to attract new investment into the downtown is clearly recognized in the revitalization plan. Major components of a parking program for downtown Holyoke are listed in the table on the left.

As evidenced in the aerial photo above, there is already a substantial amount of parking available in downtown Holyoke. This existing parking, supplemented by the new parking proposed in the plan and sensible enforcement of new rules and regulations, will provide an ample supply of attractive parking for a revitalized downtown.

These parking proposals constitute the most important public element of the downtown revitalization plan and are critical to the success of the plan's implementation strategy. The proposals are realistic and should be fully achievable within three years. The detailed planning, funding, and execution of these proposals will be important to the attraction of new investment in the area.

Parking Regulations

A successful parking program for downtown cannot be achieved by providing new parking spaces alone. New parking regulations which are rea-

sonable must be developed and adopted by the city and enforced with common sense and firmness. At the present time there are effectively no parking regulations in Holyoke and the Police Department can only enforce violations such as double parking and parking in front of fire hydrants.

It is recommended that a new parking ordinance be adopted to provide for the following parking zones:

- **One Hour On-Street Parking** — High and Maple Streets between Cabot and Lyman; Hampden, Dwight, Suffolk, and Appleton Streets between Chestnut Street and the first level canal; Court Square.
- **Two Hour On-Street Parking** — All other streets or portions of streets within the downtown; the upper levels of both the existing parking deck and the proposed parking deck on Dwight Street; the parking lot on High and Hampden Streets; the new parking lot at Maple and Hampden Streets; and the parking lot on High Street between Essex and Cabot Streets.
- **All Day Parking** — Bottom levels of parking decks and the new parking lot at Maple and Appleton Streets.

Owners of private parking lots which serve retail uses should also enforce similar restrictions to encourage use by shoppers and short term parkers.

All day parkers are the curse of every downtown revitalization effort. Employees, business people, and merchants should use alternative transportation, car pooling, and even walking whenever possible. The availability of prime parking spaces for high turn-over to accommodate shoppers and customers cannot be overemphasized. If everyone associated with the downtown cooperates in this effort there will be sufficient and convenient parking to serve both existing and new businesses.

The existing alleys are not adequate for all deliveries and service. Deliveries should be scheduled before 9:00 a.m. and after 5:30 p.m. whenever possible. With increased business there will be more leverage in scheduling mutually

convenient delivery times.

Businesses which require frequent street deliveries by large trucks can be accommodated by a few well-located delivery zones. With improved parking, reasonable enforcement, and the cooperation of businesses and their truckers, the loading problems should be resolved without hardship.

The Police Department has already increased its effort to promote better parking enforcement in the downtown. With the adoption of a new parking ordinance, there is an opportunity to develop an entirely new attitude and climate of parking enforcement as part of downtown's resurgence. Police officers assigned to parking enforcement could be a recognized team with special uniforms. Their objective would be to provide a positive public service and to assist with and administrate parking in the downtown area. They should enforce new parking regulations with fairness and consideration and, at the same time, provide general assistance and public relations. This would focus attention on a safe and attractive downtown shopping environment and attract shoppers back from the suburban centers.

Alleys

Holyoke is one of America's first planned industrial cities, laid out on a platted grid pattern of streets. Each block is bisected by a service alley which once provided space for utilities and for the accommodation of service and deliveries. In many cases, alleys have become obsolete and actually act as an impediment to new development.

In the downtown area, alleys will assume a new role if they are carefully improved and upgraded as attractive pedestrian connections. The improved alleys will be vital links between off-street parking areas and retail or office buildings. With appropriate paving,

period lighting, and landscaping, the alleys will form an interesting pedestrian network.

Specifically, the alleys behind the east side of High Street and two blocks on each side of City Hall would provide an excellent pedestrian link between the two major parking decks. They would be integrated with the landscaped City Hall Court which leads to Heritage State Park or up to High Street to the renovated Steiger's complex.

The essential private element of the upgraded alley pedestrian network is the development of attractive new entrances, storefronts, and signage on the rear facades of buildings at the alley level. In addition, the internal storage of trash and the careful location of trash storage areas will be vital to the creation of this pedestrian network. Other cities have transformed their ugly alleys into dynamic pedestrian ways and Holyoke has this potential.

Conclusion

The planning proposals and the revitalization of downtown Holyoke constitute a challenge and an opportunity to improve the core of our city. The great cities of the world are those which were created by an active and informed public that were dedicated to making an aesthetically attractive community which served all segments of the population.

There are many possibilities for citizens and business people of Holyoke to rise to this occasion and be an active participant in this planning program.

The City of Holyoke and Greater Holyoke, Inc. welcome your help and participation to make downtown Holyoke a special place. Please accept this challenge and contact: Greater Holyoke, Inc., 187 High Street, Holyoke MA 01040, Telephone: 536-4611. □



New parking at Heritage State Park.



Typical facade renovation.

A DOWNTOWN DEVELOPMENT ZONE should be created for the entire study area and both sides of High Street from I-391 to Cabot Street. The development zone should regulate land uses, building location and site development, height and massing of all new structures, signage and the design review of all building facades to promote the objectives of the Revitalization Plan.



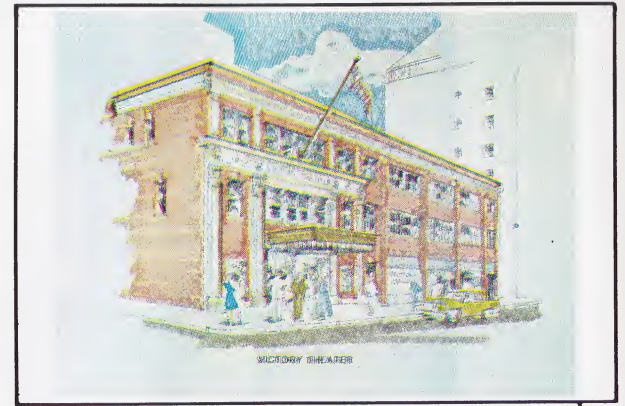
Newton Street housing.



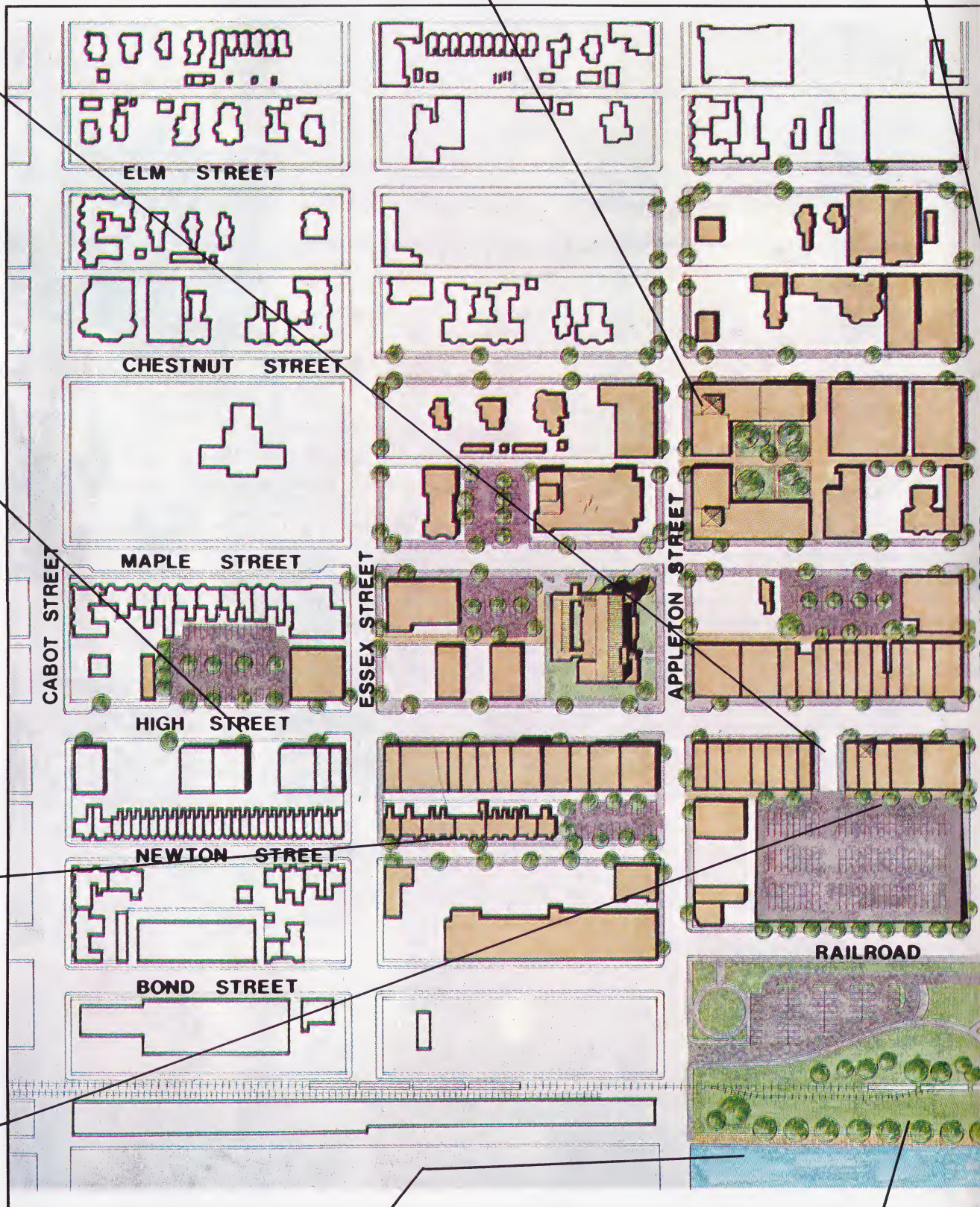
Alley improvement program.



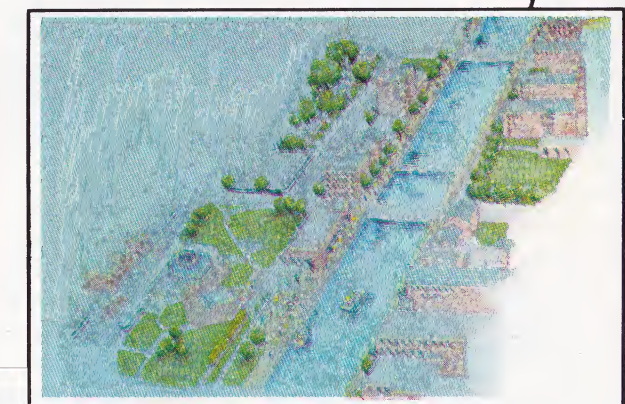
Proposed new development on Appleton Street.



A renovated Victory Theatre.



Canal walk along first level canal.



Holyoke Heritage State Park Phase II.



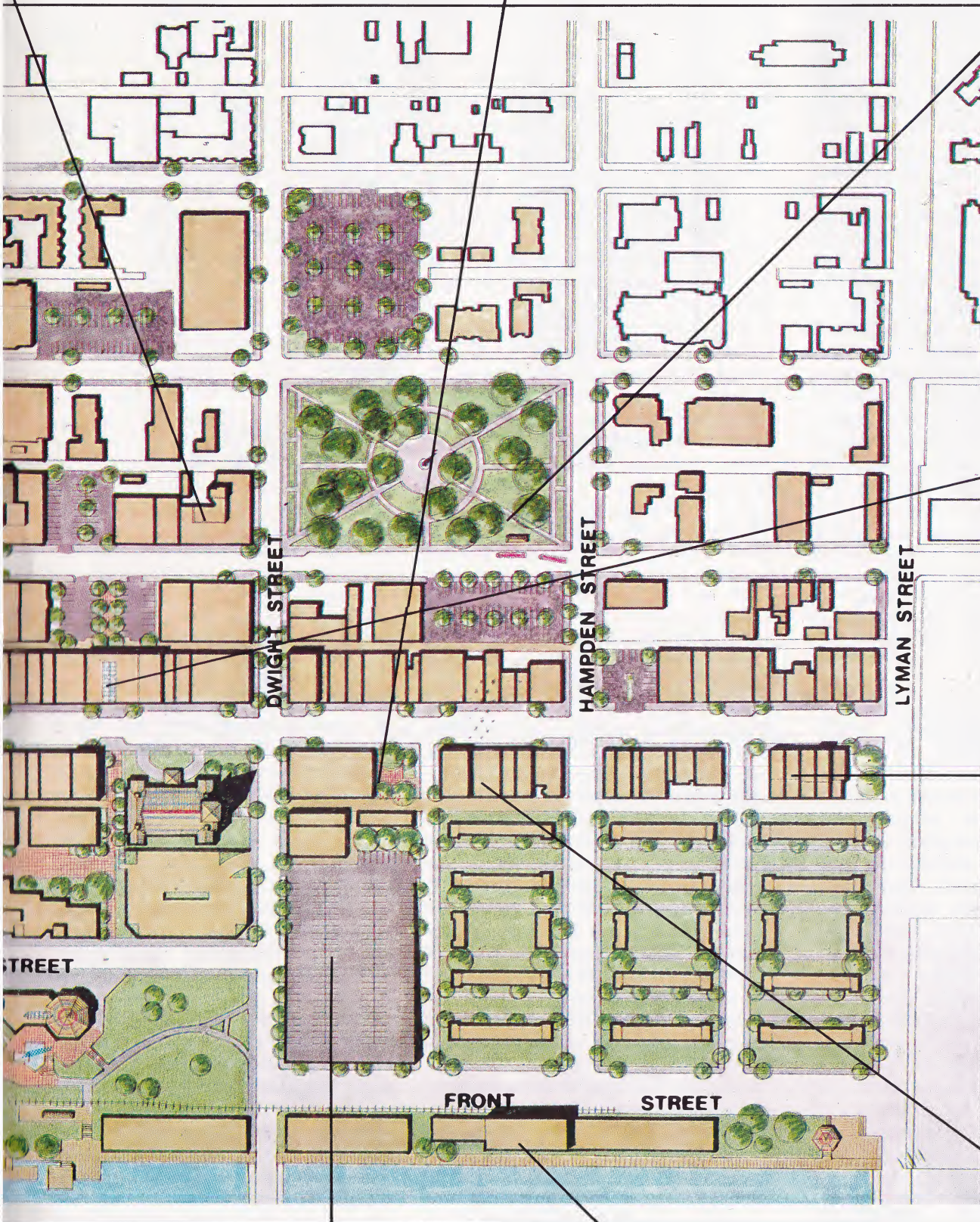
New apartments for elderly in Phoenix building.



Proposed park near the Bud on High Street.



New bus layover facility at Hampden Park.



Office and retail re-use for the Steiger's building.



Vacant upper floors offer renovation potential.



Proposed parking deck on Dwight Street.



Canal Place proposed for former Greenberg bldg.



High Street housing and retail conversion.

Economic Outlook: Future Bright for Downtown Holyoke

Economic Revitalization of commercial centers and older business districts requires a combination of many elements: Commitment of local leaders, physical improvements in the area, investment capital from public and private sources, and, perhaps most important of all, a shared vision that the downtown can recapture a significant position in the greater economic life of the city.

Economic and investment decisions are not always made strictly on the basis of conventional numerical data. Appraisal theory holds that four elements establish value in any real estate:

- 1) **Scarcity** — the demand for and supply of space for all kinds of uses — residential, retail, office, industrial, and recreational;
- 2) **Utility** — the suitability of real estate for its original, current, and proposed uses;
- 3) **Purchasing Power** — available dollars to buy property, pay rent, purchase goods and services, plus, available disposable income after basic needs are met;
- 4) **Desire** — the willingness of "users" of real estate to choose one area over another as a place to work, shop, do business, make investments, or live.

The first three elements are based on numerical data, and can be measured by demographic evaluations of population, income and spending patterns, age, household size, racial and cultural inclinations, and other characteristics. Yet, without the desire to locate or shop in a particular area, the first three elements are only a way to "keep score." Scarcity, Utility, and Purchasing Power alone cannot fully describe the dynamics of economic decisions; Holyoke's revitalization will depend on a changed attitude, as well.

An economic analysis of downtown Holyoke must consider the basic numerical data that will affect downtown's future. But to evaluate these three elements alone would only generate a traditional "trend line" market analysis of future patterns based upon what has happened in the past. In Holyoke's case this would be an incomplete analysis. Therefore, significant consideration was given to the fourth element — **desirability** — and ways to make downtown Holyoke a desirable place for more shoppers, new residents and businesses. An increased desire to locate in downtown Holyoke generated by a new image based on Holyoke's strengths will help foster new businesses that complement the retail base and encourage professional office development.

Throughout the planning period, Holyoke evidenced a growing momentum that it believes will result in an economic renewal of the central business district, a revitalization based on new attitudes, growing markets in western Massachusetts and the Holyoke region, and most of all, the vital commitment of business and government leaders. Economic characteristics of scarcity, utility, and purchasing power in the Holyoke area, if channeled into downtown Holyoke, will result in several hun-

dred new residents to be housed in vacant upper floors of High Street's commercial buildings. These characteristics also provide the opportunity to recruit restaurants and retail shops to serve people who work downtown, new residents, people who live in surrounding neighborhoods, and visitors to the area.

A distinctly brighter economic future is seen for downtown Holyoke — one based on both changed attitudes and sound investment strategies directed toward meeting the needs of the city and the region.

Implementation of the recommended revitalization strategy is based on three key components:

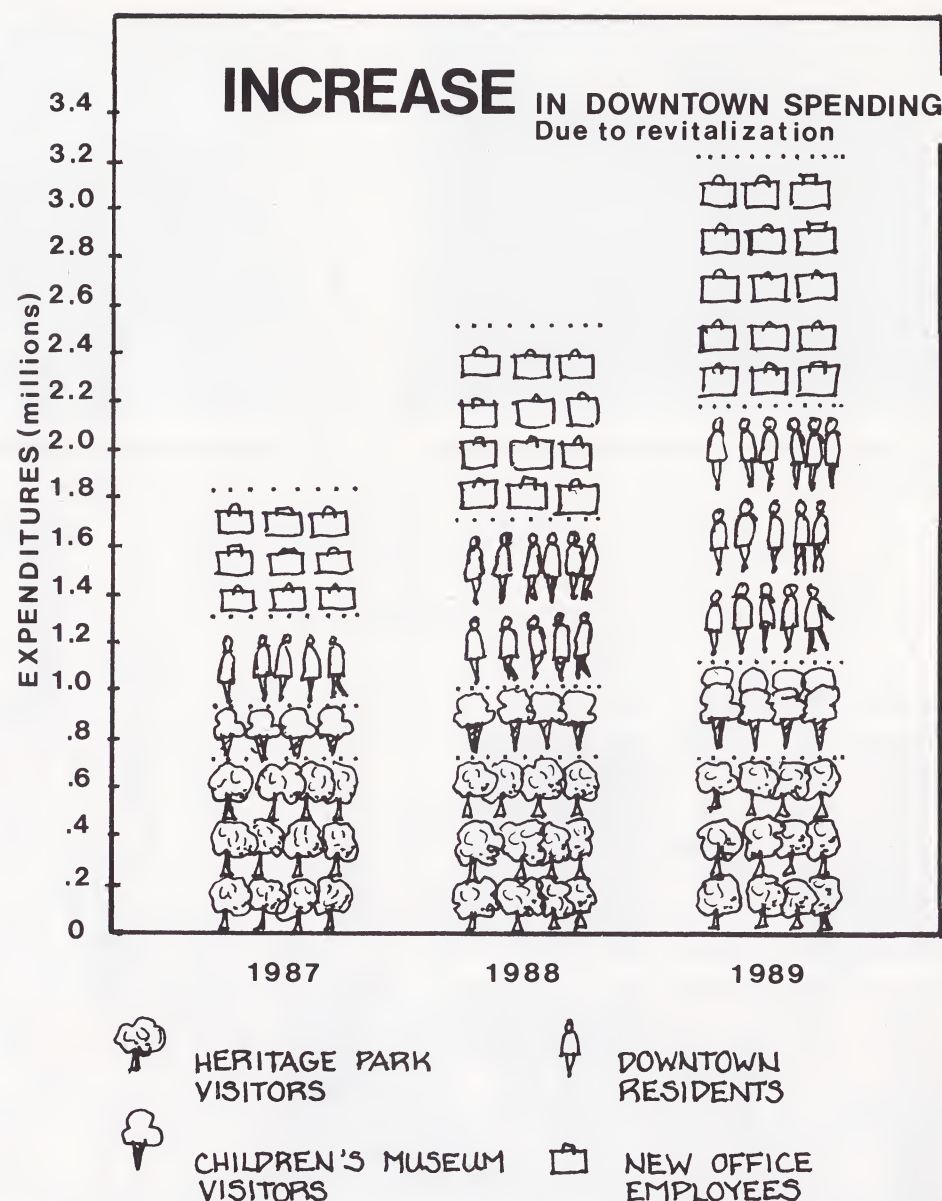
- **Promoting the advantages** that downtown Holyoke can offer over other towns in the region. By concentrating on downtown's many positive features, Holyoke can overcome the negative skepticism that has hurt downtown in recent years.
- **Providing the opportunity for ownership** of residential and retail spaces in the early years of the revitalization effort to bring new residents and merchants downtown, and bring about the greatest return on the investment of the incentive program dollars.
- **Phasing of redevelopment** in logical steps so that the "incentive" period will lead to full market supportability and a higher "capture rate" of customers within the trade area.

Economic Strengths in the Holyoke Area

While existing conditions in downtown Holyoke are improving, the regional economic picture is already favorable. Western Massachusetts' economy has rebounded in recent years, and successful downtown programs in Northampton and Springfield illustrate how central business districts can capitalize on that rebound. Springfield's downtown area reflects significant investment in large projects, both public and private, and includes both new construction and rehabilitation of older structures. The increasing number of downtown residents in both Springfield and Northampton has greatly altered the perceived sense of safety and "occupancy" in their central business districts at all hours, suggesting that a similar opportunity will benefit Holyoke as well.

Overall economic conditions that illustrate the region's strength include:

- **Employment growth in Western Massachusetts.** There is a continuing shift from manufacturing to service related employment in Western Massachusetts. From 1971 to 1981 non-manufacturing jobs rose by 13.7%, while manufacturing employment declined by 2.4%; this represents a net gain in employment of 11.3% overall. What is more important, the shift represents a restructuring of the region's economic base to one better suited for the 1980's and 1990's. A University of Massachusetts study projected employment growth of 10% per year for the next 10 years, resulting in a net gain of 40,000 new jobs, and a major



infusion of new disposable income to the area. Holyoke can position itself to capture a substantial share of those jobs and expended dollars.

- **Employment patterns in Holyoke are changing.** Holyoke's history as an industrial city dependent on manufacturing as its economic base is also shifting, with the greatest growth in local employment occurring in services (up 5%), finance, insurance and real estate (up 11%), and trade (up 19%). This transition will continue for a number of years and suggests a stronger service employment base for downtown, where Holyoke's financial institutions and many professional offices are located. The rapidly growing "trade" employment also indicates opportunities for job creation in small businesses that can be encouraged to locate in downtown Holyoke. A broader benefit will be that as the city's economy and employment become more diversified, downtown will be better protected from effects of manufacturing down cycles.

- **Holyoke's overall retail market area is growing larger and stronger,** as indicated by the proposed expansion of the Ingleside Mall. Holyoke's downtown program has correctly chosen not to compete with the Mall; the two areas are fundamentally different and cannot be compared. What the Ingleside Mall does offer to downtown is a large consistent draw of customers into the city from a broad market region. Downtown can attract some of the mall's customers by offering an alternative shopping experience. It is suggested that specialty stores,

unlike the chain-affiliated retailers at the Mall, be recruited into downtown spaces, "outlet" facilities located adjacent to the downtown be expanded and promoted, and particularly that a restaurant/food and entertainment cluster "anchor" the downtown revitalization, much in the same way that department stores anchor the Mall.

Holyoke's potential trade area is large, and has a disposable income level over twice that of current downtown residents. To increase the capture rate and volume of dollars spent downtown, restaurants offer a "non-location" solution, since it has been shown that customers are less concerned about a restaurant's location than the quality of the food and service. Downtown Holyoke offers an excellent opportunity to bring in new food service operators from Springfield and Northampton since the more reasonable property values can translate into lower operating costs, a lower required annual sales volume to succeed, and therefore lower risk for restaurateurs. Downtown Holyoke has parking, historic buildings that provide an interesting setting, and a variety of authentic ethnic precedents that can suggest menu offerings, themes, and promotional marketing strategies. A critical mass of at least five other restaurants located in High Street's fine architectural setting would draw customers from throughout a 10-15 mile trade area. Increasing the expenditure capture rate from the entire region is the key toward making new downtown businesses economically feasible.

Housing Demand is Not Being Met by the Supply

Of the three market areas that were analyzed in detail — retail, office, and housing — housing demand was found to offer the greatest opportunities for downtown Holyoke. Housing demand in western Massachusetts has remained consistently strong for the last 8 years, with vacancy rates remaining under 3% for the entire period (except 1982, a recession year). Current vacancy rates are reported to be at about 1.9% in the region, and prices have increased in surrounding cities. Apartments in rehabilitated buildings have proven especially popular in Northampton and Springfield, both as condominiums and market-rate rental units. Halcyon is projecting real potential for bringing the same kind of housing into the underutilized upper floors of buildings along High Street at market rates. Scarcity in other cities has driven up prices beyond the budgets of residents who are already convinced of the excitement of downtown living. Holyoke's easy proximity to Springfield and Northampton, available real estate, and moderate prices could attract residents to downtown businesses.

Regional demand will support the addition of 1,500 new housing units per year. If downtown Holyoke can provide suitable housing for just 3½% of the region's demand, over 50 new units per year could be absorbed into Holyoke's downtown structures. Over a five year period, the addition of 250 new households would have a profound affect on the feeling of safety and security downtown.

Allocation of a part of the incentive funds to acquisition and preferred-rate financing for housing in downtown Holyoke's commercial buildings will prove to be a valuable use of the funds

for both individual occupants who will use "sweat equity" for owner-units and developers who will rehabilitate whole buildings for market rate housing.

Development Differences In Downtown Revitalization

The economics of downtown revitalization are different from large single-developer projects in suburban locations. Unlike a project where the total construction occurs at one time, downtown Holyoke will be revitalized incrementally, over a period of years.

Participation by both the public and private sectors will be required, since public powers and funds can often provide the needed and costly (but not necessarily "profitable") uses like parking facilities, public amenities, and flexibility in administration of codes and land-use policies. Downtown areas are more complicated to develop than single-owner suburban sites, and any opportunity to minimize risk for investors should be exercised by Holyoke's city government. The city's commitment to downtown has been evident in many ways, such as the installation of streetscape improvements, policy review, and financial support for the effort. That commitment should be continued if downtown revitalization is to succeed.

Downtown development must also be more comprehensive than in suburban areas. Unlike an apartment area, shopping center, or suburban office park, successful downtowns create a lively mix of many uses in one concentrated area. Housing, food, retail and service businesses, banking, offices, entertainment, and recreation are all interrelated economic uses, and mutually support each other in commercial centers. Holyoke can provide all of these functions downtown within the next several years

with new rehabilitated housing, new retailers and restaurants, and cultural institutions.

Unlike new construction which must fabricate an image, historic preservation and adaptive use of existing buildings has proven to be the best way to re-establish an identity that is both familiar and exciting in downtown settings. Holyoke has an outstanding grouping of 19th century buildings downtown, which if properly marketed, can tap sentimental and emotional loyalties in ways that newly constructed projects cannot. This quality translates in economic terms into a "more desirable" area, a competitive edge that Holyoke can capitalize on. Downtown projects in other cities across the country have shown that the value to the community is both economic and symbolic. If carried out to its potential, downtown Holyoke's revitalization will symbolize the new spirit of the whole city. It is in this area that Halcyon believes Holyoke must go beyond traditional economic measures and "sell" the vision of what Holyoke can be, and then provide the financial tools to make that vision a reality.

Perhaps the most important difference in downtown Holyoke's revitalization is the varying scale of development opportunities. Downtown is a combination of several larger properties (Steiger's, the Phoenix, Greenberg, and former Transcript-Telegram buildings) and smaller parcels of land with individual owners and tenants. This means that investment opportunities exist for smaller scale projects (such as converting the upper floors of a commercial building into 1-5 apartments), as well as for larger projects that are best suited for real estate development entities. This diversity of scale can involve a broad cross-section of people in Holyoke's re-

newal, and bring more small investors into the project area. As an economic strategy, this diversity should be maintained and encouraged.

In an area undergoing renewal, it is prudent to share the risks and the rewards of revitalization with many owners and occupants, not just one or two major property owners. The likelihood of success will increase with the number of people who can be induced to invest.

It is our conclusion that downtown Holyoke can be revitalized by capitalizing on the following economic assets —

- underdeveloped real estate in a growing region,
- a major incentive fund committed by all of the local financial institutions to encourage new investment,
- an attractive and potentially beautiful collection of buildings in a dramatic historic setting; if properly rehabilitated and marketed, they create a distinctive, definable image for downtown Holyoke,
- a spirit of aggressive cooperation by the City, the Chamber of Commerce, Greater Holyoke, Inc., Holyoke's financial institutions, key retailers, and property owners to create a lively, active downtown.

The economic measure of Holyoke's revitalization will grow out of what might be called a "ripple effect" redevelopment — great benefits for the entire city based on many smaller improvements occurring over several years in a targeted area of downtown. Holyoke has specific market potential, available real estate, and has assembled the financial and human resources to carry out a revitalization program.

\$11.2 Million Available To Holyoke Investors

That's right! The 10 banks of Holyoke have contributed to an \$11.2 million mortgage pool aimed at encouraging developers to invest in downtown Holyoke. The pool is administered through Greater Holyoke, Inc., the city's non-profit downtown revitalization organization, and offers a variety of financial options specifically designed to suit the needs of each project. Types of available financing include industrial revenue bonds, state and federal grants, financing of a larger percentage of a project than normally approved by any of the banks individually, and preferred rate mortgages. By pooling the 10 banks' money, more projects are eligible for financing since each bank's risk is reduced.

The loan pool is flexible and is a conduit for financing development projects on a case-by-case basis for people who wish to claim a stake in downtown Holyoke. It will be important to subsidize several of the early projects to get things underway and show people that Holyoke is serious about its revitalization. Priority projects will be those which complement the revitalization strategy as defined by the revitalization plan. Residential, commercial, office, entertainment, and cultural projects are all encour-

aged to apply for mortgage pool money. Current building owners are encouraged to renovate their buildings through the pool, as well, which will generate interest among developers to consider the "New Holyoke."

Development of the mortgage pool demonstrates the continued willingness of the local lending community to fully support the downtown revitalization effort in Holyoke. The contributing banks are:

- Bank of Boston
- Bank of New England-West
- BayBank Valley Trust Company
- City Co-Operative Bank
- Community Savings Bank
- Park West Bank
- Peoples Saving Bank
- Shawmut First Bank
- Springfield Institution for Savings
- Vanguard Savings Bank

Support from the financial community is extremely important and has been an essential element in successful revitalization efforts in other cities such as Springfield and Lowell.

Any type of improvement project within the study area is eligible for the mortgage pool. Applications are available at any of the participatory banks or the Greater Holyoke, Inc. office in the Caledonian Building, 187 High Street, Holyoke.



Development Opportunities and Incentives

Holyoke must establish a climate that will attract investment into the downtown area. To do so, the revitalization program must deal with several issues at the same time:

- Negative perceptions — although overstated, perceptions of safety, ease of parking, and lack of concern by businesses and property owners must be altered to reflect a new confidence in downtown's future.
- Underutilized space at the street level and on upper floors should provide space at favorable rental and acquisition costs for new uses.
- The \$11.2 million financial incentive fund should be carefully targeted to leverage the maximum effect for downtown, while serving to induce investment and building rehabilitation by property owners, developers, and residents.
- A revitalized Holyoke downtown area must serve its residents as well as increase the capture rate of customers from areas beyond the immediate downtown neighborhoods; the primary trade area is 0-5 miles, while the secondary trade area is 5-15 miles. Slight increases in downtown expenditures and small increases in the capture rates will generate significant improvements in downtown's retail base.
- Downtown can be revitalized most practically in incremental steps beginning later this year and extending over a period of time.
- A more broadly varied mix of uses should be encouraged to complement the "cultural core" of the city (the Heritage State Park, Taber Gallery, Wistariahurst, Children's Museum, Volleyball Hall of Fame, the proposed Victory Theatre project, and the War Memorial Building) as well as the government and financial operations already there. Housing, retail and food operations, and to a limited extent, office space should be developed.

The Victory Theatre will be an important addition to downtown's "cultural core" since it will serve as a major evening activity generator in the target area. From a development viewpoint, the restored Victory will be of particular value to the restaurant and beverage operations for dinners and after-theater food service. Theater patrons comprise a group which is highly compatible with the strategy to bring specialty shops and market rate housing downtown. Symbolically, restoration of the Victory will strongly contribute to the sense of renewal and activity that will make downtown Holyoke's revitalization a reality.

To address these issues, two actions are recommended: first, the creation of **shopsteading and developer incentive programs** that will generate rapid results and induce new market forces; second, the development of a **downtown promotional campaign** that will change attitudes by marketing Holyoke in a more positive way.

Developer Financing and Shopsteading Programs

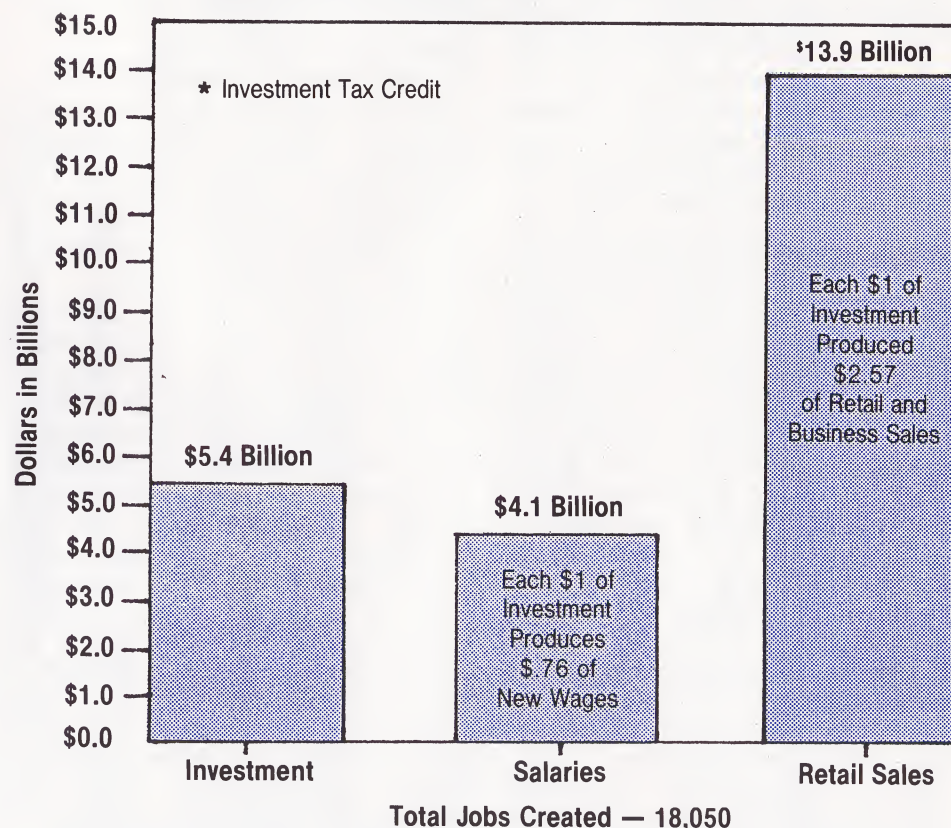
The promotional campaign and marketing/information materials will present opportunities for revitalization and the tools to encourage rehabilitation, but the most effective way to improve downtown's desirability and encourage a successful revitalization is to generate results as quickly as possible. Downtown programs in other cities have shown that, even as optimism and confidence increases, there is often reluctance to begin the first project. This natural reluctance can be overcome by inducing the market through results. A creative approach toward encouraging Holyoke's initial rehabilitation is recommended by offering two powerful incentives — first, the opportunity for **ownership**, and second, **favorable financing** for housing, retail, and office rehabilitations in unused or underutilized buildings.

These programs will be valuable to downtown Holyoke for the following reasons:

- Owner-occupants will be attracted into underutilized spaces in the downtown area.
- Owner-occupants tend to take better care of their spaces than do tenants, so the general level of maintenance will improve.
- The physical changes, new investments, and increased occupancy will symbolize a new direction for downtown Holyoke.
- The tax base will expand.
- More customers will be available for downtown businesses, stores, and restaurants, especially during evening hours.
- If properly advertised and marketed, the developer financing and shopsteading programs will result in new stores and residents within a short period of time. In many instances the residents and shopkeepers will be individuals who would not be able to own their own property; the program represents an opportunity to foster new business and employment development for the city.

Developer Financing Program —Inducing new markets and new investment into downtown Holyoke's commercial buildings is critical to the success of the revitalization program. Over the past six months, the momentum has been building to redevelop upper floors into market rate housing. Existing property owners have recognized the potential of their upper floors for conversion into offices, rental units or their own residence units. Also developers from Holyoke and the region have exhibited a willingness to invest in the downtown area, anticipating a changed market and higher property values. In fact, downtown real estate has been increasing in value in recent months, and it appears promising that at least fifteen properties will undergo complete rehabilitation in the next 12 to 18 months. The incentive for these investors is the \$11.2 million "mortgage pool" committed to the down-

ECONOMIC EFFECTS OF THE 25% ITC* IN THE UNITED STATES, 1982-1984



town project area by local lending institutions.

As mentioned earlier, it is a goal of the revitalization program to structure the use of the incentive funds in order to leverage the maximum economic impact for Holyoke; it is equally important that the program be structured to minimize risk for the institutions that committed the money. This section outlines three scenarios for allocation and application of incentive dollars to create a preferred-rate financing pool to encourage owners and developers to rehabilitate new downtown housing units, office, and commercial space.

Establishment of a developer financing fund would produce several benefits for Holyoke's revitalization:

- a new customer base in the downtown comprised of workers, residents and visitors
- occupancy in previously vacant or under-utilized space
- the investment of money and effort by owners and developers
- more downtown residents and office users to help support the retail/grocery/entertainment/cultural core activities in the rest of the downtown area.

Likely residents who would be attracted to the new units created by the program include:

- Artists and craftspeople from the Holyoke region who need large inexpensive spaces for residential/studio uses. Several area artists have already expressed an interest in locating in downtown Holyoke. In other locations, the presence of artists in the early stages of revitalization has encouraged other professionals to move into the area as it stabilizes.
- Single people or two-income couples who prefer the excitement of living in a downtown setting and/or in a rehabilitated older building. This group is inclined to eat out more often, to shop and dine close to home, and patronize the entertainment/cultural facilities and specialty shops that downtown could

attract. Nationally, younger professional/service/government employees are the primary markets for downtown housing, and seem most willing to move into rehabilitated buildings in the early stages of a revitalization program.

- Retirees, late career professionals, and "empty nesters" who have raised their families and are attracted to convenient, often smaller dwelling units without the responsibility of continuous house and yard maintenance. This group will become particularly significant as 1) more housing units are completed and the perception of safety is improved, 2) the cultural core facilities are available (especially activities at the Victory Theater and the Heritage State Park, and 3) more stores and restaurants locate downtown, broadening the retail offerings there. For older residents, proximity to goods and services replaces proximity to schools and workplace as attractions affecting where they choose to live.

Developers of office uses will be eligible for incentive funding as well. Current conditions in Holyoke suggest that the most probable office tenants will be "exceptional" users; those public agencies, professional offices, or individuals whose operations benefit from a location close to public buildings, banks and financial institutions, or other professions.

As downtown Holyoke begins to capture a share of the projected 40,000 new jobs in Western Massachusetts some new office uses can be brought downtown attracted by the strategic location and available amenities. To minimize risk and assure rapid occupancy, developers should allow the region's shift from a manufacturing to a services-based economy downtown to occur in increments rather than investing too far ahead of the market. Pre-leasing or partial leasing of space before rehabilitation will reduce the chance of quality office

The overall revitalization plan has been prepared to provide maximum development opportunities and to stimulate new economic growth in downtown Holyoke. The plan includes this implementation strategy as a key component to assure that development will occur in a coordinated and timely manner.

Development Strategy

- New Streets, sidewalks, landscaping, and traffic control have been installed;
- The Facade Improvement Program is making funds available to the downtown area on a priority basis;
- The Heritage State Park is now in operation and attracting residents and new visitors to the downtown;
- A loan pool of over \$11 million is available to finance new development in the downtown;
- The North High Street Historic Business District has been defined and is being processed for listing on the National Register of Historic Places; and
- New and improved public parking facilities are being achieved.

Additional sources of funding are available and can be secured from the state and federal governments. A prerequisite to the leveraging of these funds is the commitment of private developers to specific projects. Timing and accelerated momentum are important and essential if the revitalization effort is to reach its ultimate potential.

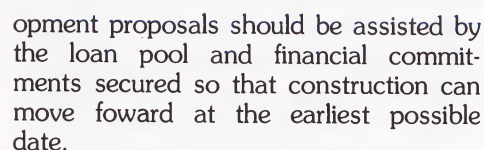
The revitalization plan has defined the area between Suffolk and Lyman Streets as the priority development target area of the downtown. It contains major opportunities to stimulate new development in a coordinated manner. Its advantages include:

- A concentration of fine historic buildings with architectural character that is distinctly Holyoke. Many of these buildings are vacant and can support dynamic mixed residential/commercial uses;
- The Steiger's building contains the largest volume of usable space in the downtown and is available with

The strategy for private development is based upon attractive prospective developers, stimulating and reinforcing existing property owners to rehabilitate, and ensuring that downtown Holyoke is a good area for investment which will return a fair profit.

The implementation strategy recognizes that the initial stages of development must achieve an area of revitalization of sufficient size and scale so that it can maintain its own stability. This may be defined as a "critical mass." The essential elements of this critical mass are the following:

- Preliminary development interest has already been identified for many of the buildings in the priority development target area. Specific development proposals from existing property owners or interested developers should be defined as soon as possible. Appropriate devel-



The commitment of private investors should be employed to leverage funding of required public improvements. With the commitment of new private investment and the momentum of the overall downtown revitalization effort, Holyoke will be in an excellent position to capture state and federal funding for needed improvements such as the parking deck, new park, alley improvements and additional sidewalks and landscaping.

Urban Development Action Grants (UDAG) from the Federal Department of Housing and Urban Development and Community Development Action Grants (CDAG) from the State Executive Office of Communities and Development are two specific programs which emphasize the interaction of public/private investment. Holyoke has the skill, the resources, and now the momentum to capture these grants.

The funding of the proposed parking deck can be achieved through the state's parking assistance program which would fund 70% of the cost. The balance could be contributed by CDAG which is mentioned above.

The State Department of Environmental Management has an allocated budget for Phase II of the Heritage State Park. This project should be designed and constructed at the earliest possible date so that it can be completed in conjunction with the opening of the new Children's Museum.

Holyoke has not captured its share of state and federal grants in recent years, however, the city has substantially improved its relationship with state and federal agencies. The city is a designated Main Street Community which brings special consideration from the state and federal agencies that are involved with downtown revitalization.

The new partnership between the City of Holyoke, Greater Holyoke, Inc., and the business community has generated a most positive climate for new investment in the downtown. This climate has also changed the image of Holyoke to a city which is now recognized for its revitalization program.

Holyoke is now in an excellent position to capture the funding for the major public improvements of the revitalization plan. The new development interest must be coordinated with the leveraging of state and federal grants and the actual construction of the public improvements so that a unified downtown will be achieved.



Holyoke Yesterday: An Historic Prospective

15,000 years ago, the current site of the City of Holyoke was on the bottom of a 157 mile long body of water known as Lake Hitchcock. As the waters receded they left a double legacy . . . the rich soils which have supported a long history of agriculture in the Connecticut Valley, and the Connecticut River itself, the great waterway that provided the potential for economic progress in the Pioneer Valley.

The first inhabitants of Holyoke were the Indians. Captain Elizur Holyoke is thought to be the first European to explore what is now the city. In 1633, he led an expedition up the Connecticut River to explore the potential for a settlement, which was established two years later. Settlers initially concentrated in Springfield, but soon began to migrate to Ireland Parish, now Holyoke, and the surrounding area.

Eastern entrepreneurs realized that Western Massachusetts could be as profitable as Lowell and Waltham. The Boston Associates, a group of prominent capitalists who procured the eventual site of Holyoke, set out to plan and create an industrial city on a scale never seen before. Work began in 1847, by the Hadley Falls Company, taking advantage of the broad plain and the 57 foot drop in the Connecticut River at South Hadley Falls. The site's proximity to rail transportation was also important in the early development of the city.

Industrial development of Ireland Parish was encouraged as an outgrowth of the commerce made possible by the river. The town's future lay irrevocably at the curve in the river rather than with the earlier agricultural settlement called Baptist Village.

The transformation of Holyoke into an industrial center required harnessing the water power from the Connecticut River by building a dam and a three-level canal system. The first dam constructed across the river was completed on November 16, 1848, but proved inadequate and washed away that same afternoon. The second dam was successfully completed in 1849 and served until a new stone dam was constructed

in 1900. Known as Holyoke's "Million Dollar Dam" this engineering feat still stands today and is impounding water which is used to generate power at the dam and at many locations on the canal system.

Concurrent with the building of the dam was the construction of the Holyoke canal system. It took 45 years, from 1847 to 1892, to complete the man-made, four and a half mile canal network which in some sections is up to 140 feet wide and 25 feet deep. Construction was difficult and sometimes dangerous work for the Irish immigrant laborers who predominated the initial work force. The Irish were soon followed by French Canadian, German, Polish, Russian, Jewish, and Greek immigrants. There were several periods when over half the population of Holyoke was foreign born. The diversity of Holyoke's ethnic make-up led to a certain amount of conflict, but also brought a great richness to the community with foreign language newspapers and church services, ethnic celebrations, and a variety of old-world traditions. Many of these traditions remain in Holyoke today and should be preserved.

The canals and mills that line them were the controlling factors in the layout of the city and still remain the dominant feature today. The rapid growth of this "new city" led to approval from the State Legislature for a separate municipality to be created and on March 4, 1850, the Town of Holyoke was established.

The original intent of the Hadley Falls Company, as organized by the Boston Associates, had been to create a cotton textile city on the canals of Holyoke. The first cotton mill to be established under The Hadley Falls Company plan was Hampden Mills in 1852. The textile industry grew and diversified over the years to include the production of thread, silk, fine linens, alpaca dress goods, and dyed wools. Germania Mills, Merrick Thread Company, Farr Alpaca Company, and Skinners Unquomont Silk Mill improved their market position with technical innovations and were among Holyoke manufacturing companies that grew to national prominence.

The vision of a textile city was short-lived, however, and by the end of the Civil War, it was apparent that paper would dominate Holyoke industries. Plagued by internal problems and a depressed national economy, the Hadley Falls Company was forced into bankruptcy in 1858. The corporation resurfaced one year later as the Holyoke Water Power Company, began to flourish, and carried out the original plan of the Hadley Falls Company. Within 30 years, America recognized Holyoke as the "Queen of American Manufacturing Cities" and as the "Paper City of the World." In 1855, Joseph Parsons founded Holyoke's first paper mill and within a decade it was the largest writing and envelope-paper mill in the United States. Between 1855 and 1868, paper production grew from less than 5 tons per day for the entire Connecticut



Holyoke on Parade: Yesterday.

River Valley to more than 20 tons per day for Holyoke alone. The success of the paper industry led in turn to the establishment of thriving support industries in machinery and paper converting.

With over 25 operating paper mills the population expanded from just 4,600 in 1885 to over 60,000 in 1920. Housing the large working class of the town was a problem from the beginning. Throughout the 19th century the typical accommodations for workers were tenements, while much of the middle class lived in detached brick or frame dwellings. Large numbers of apartment

blocks were erected between 1890 and 1920 to house the continual flow of people into Holyoke. Most of the workers' housing was concentrated in the Flats section of Holyoke between the second and third level canals, close to the mills.

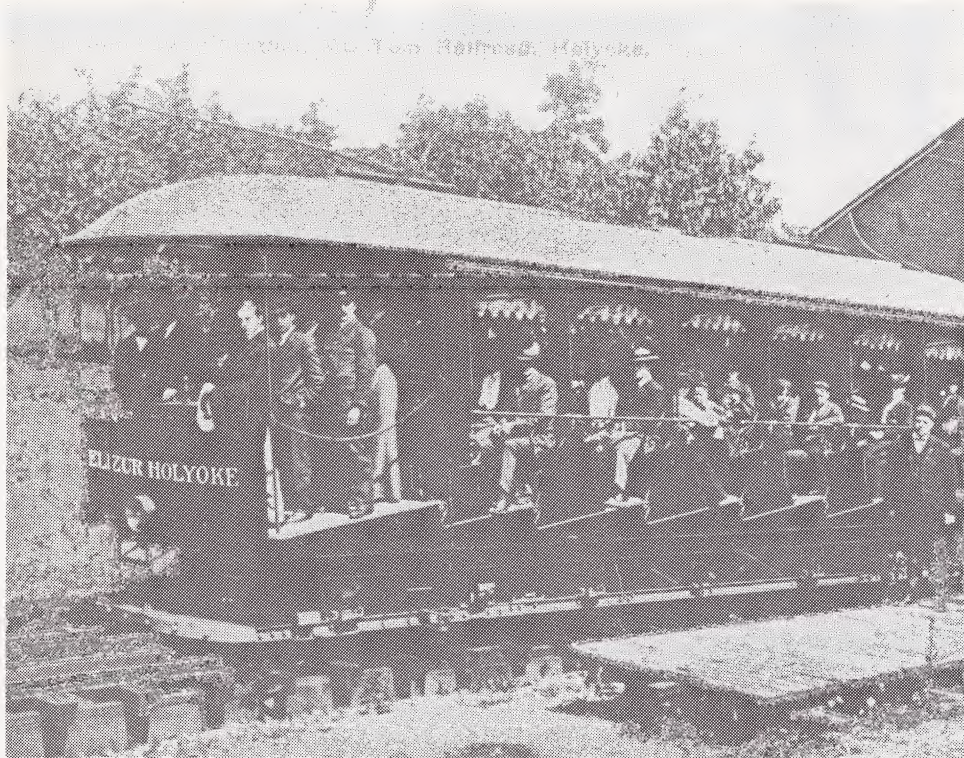
The services needed by the residents and industries of Holyoke were provided by merchants and professionals who concentrated around Depot Square, along Main and Dwight Streets, and finally along High and Maple Streets. Numerous churches and social halls supported the needs of the community

TIME LINE OF

- 1660 RILEY SETTLES IRELAND PARISH**
- 1786 IRELAND PARISH - 3rd PARISH OF W. SPFLD.**
- 1792 PROPRIETORS OF LOCKS & CANALS INC.**
- 1827 FIRST TEXTILE MILL, HADLEY FALLS CO., INC.**
- 1845 1st RAILROAD TO IRELAND PARISH**
- 1847 DAM & CANAL CONSTRUCTION BEGINS**
- 1848 2nd HADLEY FALLS CO. INC.**
- 1st WOODEN DAM COLLAPSES - NOV. 16**
- 1849 2nd WOODEN DAM COMPLETED - OCT. 22**
- SALE OF WATER POWER FROM CANAL BEGINS**
- 1850 TOWN OF HOLYOKE INC. - MAR. 4**
- 1st WATER WHEEL ON CANALS - MAR. 30**
- 1852 1st MILL SITE SOLD - HAMPDEN MILLS**
- 1855 1st PAPER CO., PARSONS PAPER CO. BEGINS OPERATIONS**
- 1858 HFC - BANKRUPT**
- 1859 ALFRED SMITH BUYS HFC & CREATES HWP**
- INC. INCORPORATED**
- HFC HADLEY FALLS CO.**
- HWP HOLYOKE WATER POWER CO.**



Downtown Holyoke 100 years ago.



The easy way to the top of Mount Tom — 1890's.

and reflected the city's ethnic diversity. Many beautiful and dignified buildings representative of the period of great industrial expansion still stand as a tangible record of Holyoke's glorious past.

Holyoke experienced its most prosperous period between 1878 and 1893. The city's incredible growth at the end of the 19th century was evident not only in the mills that sprang up along the canals, but in rows of brick tenements near the mills, in mansions on Maple Street and later in the Highlands, in thriving commercial districts at Depot Square and North High Street, in con-

struction of new churches for the rapidly expanding parishes, and by the turn of the century, in seemingly endless rows of apartment houses.

The severe depression which disrupted U.S. business in 1893, marked the beginning of Holyoke's decline as a major manufacturing center. With the development of electricity at the turn of the century, Holyoke lost its great natural advantage of water power. During the early part of the 20th century, Holyoke witnessed a pattern of development similar to other northern industrial cities. Difficulties in absorbing large numbers

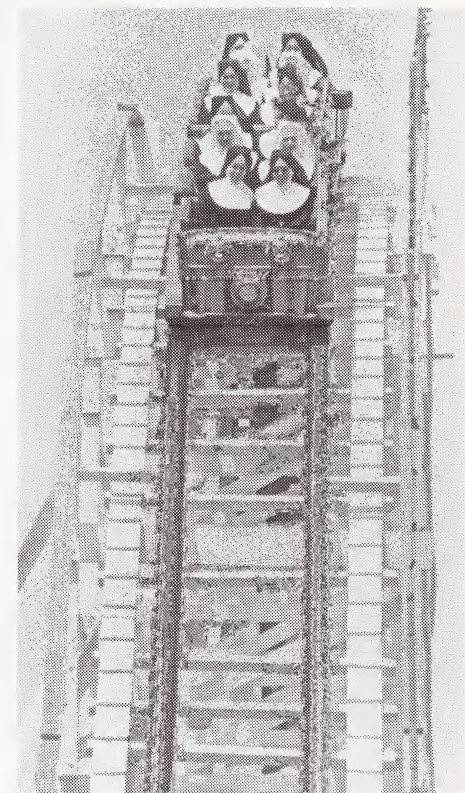
of immigrants resulted in crowded housing conditions; the boom and bust cycle of manufacturing first attracted new residents, then left them jobless.

The success of industries fluctuated with the two World Wars and the Great Depression. The First World War brought prosperity to the people and industries of Holyoke. In the early 1920's, Holyoke reached its peak in population, industrial employment, and manufacturing activities in general.

Many industries survived the Great Depression but could not compete in the Post World War II market. As society adapted, so did business. The remaining industries diversified and continued to take advantage of Holyoke's unique resources, especially the highly skilled labor force.

Holyoke has generally suffered a declining industrial base in the years since 1920. However, there has been a modest resurgence in industrial development in the last 10 years. Paper converting companies such as Dennison National and Ampad have expanded operations in Holyoke. There are a number of machine shops and machinery companies, including J & W Jolly, Inc., which are still in productive operation. Historically, Holyoke was the center of high tech throughout the 19th century. John B. McCormick and Clemens Herschel were two innovators whose respective impacts reached far beyond the city limits. The McCormick Holyoke Turbine, invented by John B. McCormick, represented a significant improvement in water wheel design by placing the wheel within a sealed tube. In 1881, Clemens Herschel, a noted hydraulic engineer, developed a new testing flume. The flume was in use for 50 years and tested 3100 water wheels, as well as pumps and meters. By the 1930's, however, there was little need for improvement of wheels and the flume was closed down. Herschel also was intent on improving the measurement of each mill's water use and thus invented the Venturi Meter to measure the amount of fluid flow.

The availability of electric power, process water, transportation facilities, and skilled workers are still drawing points for the area. Most recently, the old Valley Paper Mill building is a candidate for renovation to accommodate a printing company and other light industrial operations.



Fun at Mountain Park.

The Holyoke Water Power Company has greatly expanded its electric generating capacity over the years. These efforts have not focused on the canal system, although there are still 36 water wheels operating along the canals. A number of these wheels with attached generators are providing electricity for individual mills. The Holyoke Water Power Company continues to sell water for power to these mills under perpetual indentures. The productive water wheels represent a vital link between Holyoke's past and future.

The dam and canal system in Holyoke are essentially intact, lined with several old mill buildings available for renovation. Industrial space in the industrial center of Holyoke is limited, while the expanded availability of energy and transportation have opened up other parts of Holyoke to development.

Holyoke today reflects the great strides made by an industrious and ambitious population. It is a city with a tremendous heritage of hard work and innovation. The greatness of the city still exists, in its people, its architecture, and in the potential for new growth and opportunity in one of the first planned industrial cities in America. □

HOLYOKE

DOWNTOWN REVITALIZATION BEGINS 1985

HERITAGE PARK OPENS 1984

WILLIAM SKINNER MILL BURNS - HERITAGE PARK SITE 1980

HOLYOKE BICENTENNIAL 1976

1st & ONLY FISH LIFT ON ATLANTIC COAST 1955

STONE DAM COMPLETED 1900

AMERICAN PAPER CO. CONTROLS 75%

OF FINE WRITING PAPER MKT. IN U.S.

VOLLEYBALL INVENTED AT YMCA 1894

HWP MANUFACTURES ELECTRICITY 1885

HOLYOKE - " PAPER CITY OF THE WORLD " 1880

CITY HALL COMPLETED 1876

FARR ALPACA & SKINNER UNQUOMONK 1874

SILK MILLS ESTAB.

CITY CHARTER RECEIVED 1873

7 NEW PAPER MILLS 1865

HAMPDEN PARK - 1861

GIFT OF HWP



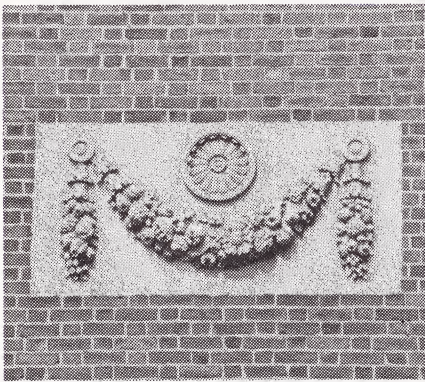
Relaxing after the parade.

PHOTO QUIZ

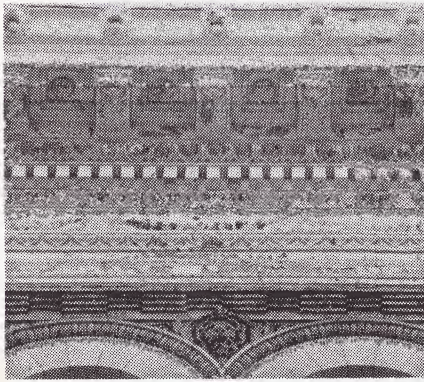
Can you identify where these photos were taken? If so, list the Holyoke buildings below in the proper order and try to win a prize. Good luck!



1.



2.



3.



4.



5.



6.



7.



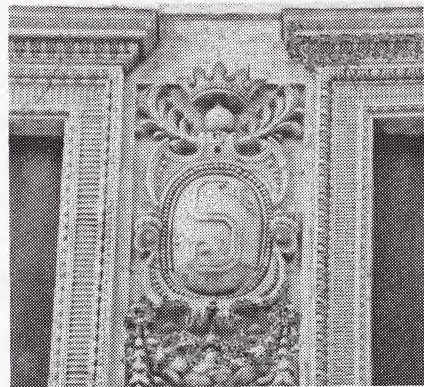
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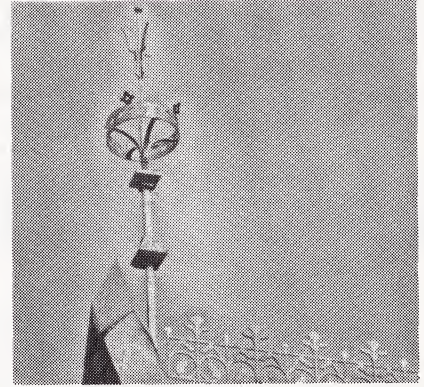
9.



10.



11.



12.

PRIZES:

- 1st: \$500 Cash
- 2nd: \$400 Cash
- 3rd: \$250 Cash
- 4th: \$100 Gift Certificate for Epstein Furniture
- 5th-7th: Gift Certificates to The Golden Lemon, Pat O'Connor's Market, and Lorraine's Fashion Showcase.

First thru third prizes jointly donated by: Community Savings Bank, Peoples Savings Bank, and Vanguard Savings Bank.

ANSWERS:

- 1. _____ 7. _____
- 2. _____ 8. _____
- 3. _____ 9. _____
- 4. _____ 10. _____
- 5. _____ 11. _____
- 6. _____ 12. _____

Deadline: October 31, 1985 — In case of tie, a drawing will be held.
Greater Holyoke, Inc. Officers, Directors, Staff and their families are ineligible.
• NO MORE THAN ONE ENTRY PER PERSON •

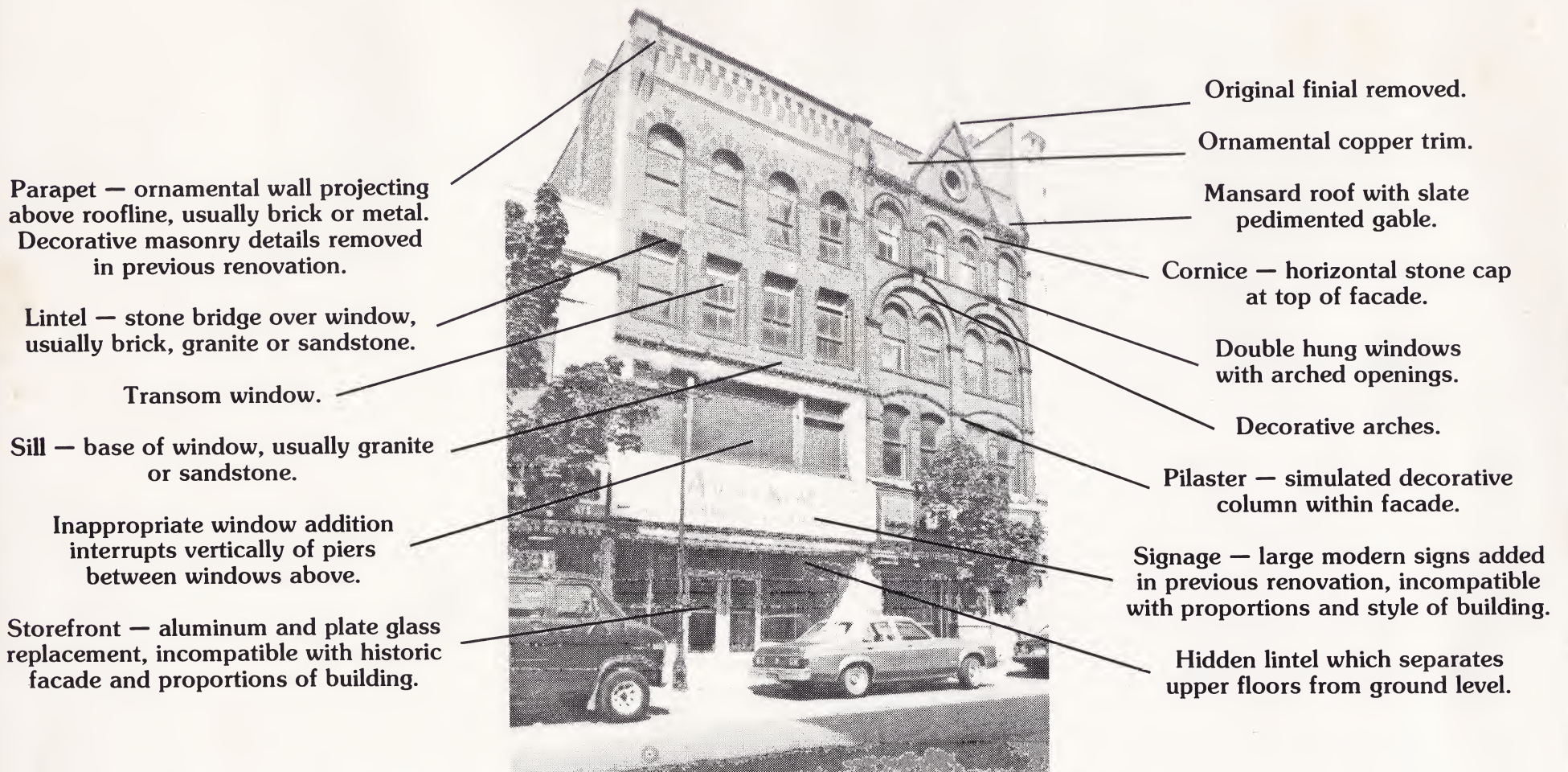
We would welcome any comments you have on the revitalization program.

Name _____
Address _____
City, State, Zip _____
Phone # _____

Mail to: Greater Holyoke, Inc.
187 High Street
Holyoke, MA 01040

Sample Facade Restoration

Existing Buildings at 285 and 281 High Street



Proposed Renovations



Downtown Holyoke: A Change is About to Happen

